UWSCollege Overview

UWSCollege is a not-for-profit company wholly-owned by the University of Western Sydney (UWS). Its strategic purpose is to provide quality pathways to the University through the provision of English, Academic and Professional & Community Programs. Formed in 2006 from two pre-existing entities, it has its antecedents in well-established, highly reputable teaching and learning provision. Since its restructure at the end of 2007, the College has experienced growth in excess of 150% and anticipates even greater expansion in the coming three years.

Structure
UWSCollege is structured into four key areas:

- Academic Pathways which provides Foundation Studies and a variety of Diploma and Associate Degree programs for students progressing to an academic degree at the University of Western Sydney.
- English and Professional & Community Programs which enable international students to gain the academic English skills essential for University entrance. This unit also provides IELTS and other English language assessment tests and courses, and professional and community programs such as Skillmax and HSC preparation as the College Registered Training Organisation (RTO).
- Student Services which deliver the administrative and various student support functions that enable students and staff to enjoy a quality experience.
- Corporate and Business Services which provide the planning, operational support and infrastructure to enable the efficient and effective delivery of our teaching and learning.

Governance
The College is governed by a Board of Directors comprised of senior employees of the University and external representatives with relevant experience and expertise. The Board is chaired by the Deputy Vice-Chancellor (Corporate Strategy & Services) Ms Rhonda Hawkins and Dr Kerry Hudson is CEO and an executive member of the Board. The Board has oversight of the Academic Advisory Committee, English and Professional & Community Programs Academic Advisory Committee, and the Audit Committee, thus ensuring quality in program delivery and financial sustainability. Board membership was reviewed in early 2012 and the Board of Trustees of the University Nominations Committee proposed three new Directors to better reflect the structure of the University and the College’s alignment with UWS strategy.

Location
Like its parent institution, UWSCollege operates across more than one campus in Greater Western Sydney. English programs, a limited number of academic pathways, and RTO-based programs are offered at Westmead. Foundation Studies, Diploma Programs and two proposed new Associate Degree programs are available on the Nirrimba Education Precinct at Quakers Hill.

As a consequence of a successful application under the Federal Government Structural Adjustment Fund, the College will be increasing its capacity at Nirrimba by 100% and establishing new facilities on the UWS Bankstown campus and at Lithgow in 2014. A new College campus is also proposed for Warrington South for the start of the 2015 academic year. These initiatives are in support of the University’s strategic priorities around access and participation in higher education for the residents of Greater Western Sydney.

The College will be increasing its capacity at Nirrimba by 100% and establishing new facilities on the UWS Bankstown campus and at Lithgow in 2014.
The College also runs a transnational Foundation Studies program in cooperation with the Semeq School in Nairobi, Kenya and is hoping to extend this successful model to other jurisdictions in the near future.

Experience

UWSCollege provides a unique experience for students who elect to do their preparation for academic study through the various English or Pathways Programs prior to proceeding to UWS. International and local students who have not secured the ATAR required for direct entry to their preferred course benefit from the College’s highly supportive learning environment. Features include: highly qualified and experienced teaching staff; small class sizes; additional study support - both online and face-to-face; academic skills development; and flexible VET courses available in intensive or extended mode dependent on the individual student’s requirements.

Australian students in College Diploma Programs are provided with University Commonwealth Government Supported places (CGS) and FEE-HELP is available for most other programs. There are also a number of scholarships for high-achieving local and international students proceeding to further study at UWS.

Teaching staff at UWSCollege come from a variety of backgrounds and academic discipline areas. Many of them teach within both the University and at UWSCollege in their specific area of expertise. All are united in their commitment to providing students with an educational environment that ensures their future academic success.

In 2008 there were 428 students at UWS who had progressed from UWSCollege Programs. In 2009 there were 407 continuing former UWSCollege students at UWS and 461 new students. In 2010 there were 685 continuing former UWSCollege students and 635 new students. In 2011, there were 293 continuing former UWSCollege students at UWS and 966 students. This has resulted in an overall financial contribution to the University in excess of A$42 million. As at 29 February 2012, the College had 121 full-time and part-time staff and projected annual revenues of $25 million.
UWSCollege entered 2012 with the decision to restructure the Board to ensure its strategy was aligned with the priorities of its parent entity and to enable the addition of specialist expertise in higher education and international engagement.

The Board is chaired by the Deputy Vice-Chancellor (Corporate Strategy & Services) Ms Rhonda Hawkins. During 2011 other senior University Directors included Pro Vice-Chancellor (Teaching & Learning) Professor Stuart Campbell; Associate Professor Craig Ellis; and Dr Betty Gill. External Directors include author, consultant and Member of the Refugee Tribunal Ms Mara Moustafine, and alumnus Mr Xenios Delaney, a partner with Deloitte.

In June 2012 the Pro Vice-Chancellor, (Education) Professor Kerri-Lee Krause will replace Professor Campbell who has retired; and the Pro Vice-Chancellor (Students) Mr Angelo Kourtis will join the board along with higher education consultant, Mr Peter Graham.

Highlights of 2011 Quality Management

The Board’s commitment to the development and implementation of the College Quality Management Framework during 2011 and the related business process improvements were recognised in the AUQA Cycle 2 Audit. The College was acknowledged with a specific commendation for its provision of quality pathway programs to the University.

The quality agenda was also further extended with the development of a benchmarking exercise based on student service provision involving English language programs at UWSCollege, Griffith University and the University of Tasmania. It is proposed to implement formal benchmarking for Academic Pathways during 2012.

Restructure

A revised management structure was approved during 2011 to ensure the College had a robust foundation for the anticipated growth in student numbers that will coincide with increased capacity on the Nirimba campus and new program offerings at Bankstown, Lithgow and Werrington South. A particular feature was the role of dedicated first year co-ordinators within Academic Pathways. As well as ensuring a strong focus on the student experience, it creates clear career pathways for teaching staff and enables the development of professional skills and experience that will be crucial as the new campuses come online.

Strategy Development

The Board is strongly committed to the formal development of strategy for the College to ensure its activities are an integral part of University priorities, particularly in the provision of pathways for students from Greater Western Sydney.

There is a recognition that the success the College has achieved both for its students and in its management practices needs to be more effectively communicated to prospective students and stakeholders so they understand and appreciate the opportunities the College can provide.

As well as a focus on planning for the new College campuses and appropriate offerings, Board strategy is also concerned with extending higher education participation to mature-age students who, for a variety of reasons,
were unable to proceed to academic study as a school-leaver.

**Business Process Improvement**

As part of the overall approach to quality management, the Board has encouraged the CEO to continue the ongoing business process improvements achieved in 2011. As well as enhanced financial reporting these included the development of detailed procedural manuals in all business areas, and direct links between planning, individual performance management and goal setting. Risk management has been given a new focus with the establishment of the College Risk Committee and detailed scenario planning as a prelude to finalising the College Business Continuity Plan.

**2012 Objectives**

Key objectives for the Board in 2012 include:

- ensuring the successful implementation of the College growth strategy, particularly in relation to scalability and sustainability;
- further enhancements to financial management and reporting with the introduction of new financial key performance indicators;
- effective induction of new Board members to ensure their optimum contribution to current strategic imperatives;
- further development and alignment of UWSCollege activities with University priorities around access and equity;
- effective succession planning and professional development at all operational levels;
- extension of the College TEL Strategy and online delivery of both educational content and information;
- provision of appropriate levels of investment in business development and capital expenditure to secure, sustain and grow the organisation; and
- support to sophisticated engagement strategies at the new outreach campus in Lithgow.
A core focus of UWSCollege is the provision of Academic Pathway Programs that prepare Australian and international students for further academic study at the University of Western Sydney. Academic Programs at UWSCollege give students a more personalised, nurturing environment where their goals, aptitudes and interests are catered for as far as possible.

This environment is one where staff provide advice to students, where students can explore what is best for them with full knowledge of what their commitment entails in an environment where they are given knowledge and power to optimise their educational journey.

These Pathway Programs are offered on the College campus within the Nirimba Education Precinct at Quakers Hill in Sydney’s western suburbs and at Westmead. The programs are characterised by small tutorial and lecture sizes; additional support services; monitoring and mentoring of students; supplementary skills courses; and related teaching and learning experiences that equip students with the skills they need for future academic success as independent learners.

UWSCollege Pathways Programs give students an educationally appropriate, specialised curriculum and learning experience designed to optimise their success in tertiary education.

Graduates of the Foundation program proceed to first year at UWS or to the Diploma Program at Nirimba, while graduates of the Diploma program proceed to second year of University in their chosen discipline.

Academic Pathway Programs are led by the Director Academic Quality, Dr Greg Whateley; the Associate Director, Learning & Teaching, Ms Marilyn McDonald; and Program Heads, Ms Leanne Yard and Felicity Orme.

**Highlights of 2011**

**Continued Program Expansion**

The number of Diploma Programs offered in the Academic Program reached eight in 2011 with the introduction of the specialised course in Health Science in PDIHEP.

The Diplomas in Construction Management, Social Science and Health Science were consolidated with their second year of delivery. All three programs required the development of new teaching resources, the recruitment of significant numbers of new staff, and class monitoring of student progress and achievement.

A PIRI analysis of these courses completed as part of ongoing quality assurance during 2010 resulted in changes being made for the 2011 academic year. These changes have proven to be successful and will be built on in 2012.

**Student Satisfaction and Success**

Feedback from the University on the Commencing Student Surveys (CSS) and the Traffic Light Reports on Student Feedback on Units (SFUs) was very pleasing. UWSCollege commencing students completed the CSS for the second time in 2011. While the response rate was relatively low, aspects relating to the Academic Program were all above the good practice standard.

Traffic light reports which provide summary feedback on student satisfaction with units, also provided some excellent feedback. These reports consist of information on 13...
variables ranging from ratings of assessment feedback to unit design, resourcing of the unit, and a student's overall experience in the unit. The reports provided last year demonstrated consistent improvement in the 13 variables over the time period of term one 2006 to term one 2011. Some inconsistencies in units are being followed up as part of the quality assurance process.

Graduates from the Academic Program are also performing well at UWS as evidenced by the 83% pass rate for the College's Health Science and Social Science students in their first semester at UWS. This is very positive affirmation of the pathways educational model and dedicated first year experience campus.

Ongoing Redevelopment of the Nirimba Campus and Development at Westmead

Redevelopment of facilities continued at Nirimba as the student body and staff numbers continued to grow in 2011 to over 1,000 in term one. Building U8 has been the focus of further expenditure on student facilities. There has also been an increase in acquisition of materials and capital equipment in the laboratories.

Much refurbishment also occurred late in the year at Westmead including removal of walls, repainting, recarpeting and the updating of audio-visual and related technology facilities.

College Academic Advisory Committee

The Academic Advisory Committee was able to progress both the revision of several existing academic policies and the development of new policies in 2011. A feature of the committee was the marvellous support provided by the UWS Academic Representatives and the UWS Assistant Academic Registrar (Students). The generosity and collegiality of all participants in the meetings facilitated the ongoing development of quality assurance in teaching, learning and in administrative procedures.
E-Learning Strategy
A key feature of Academic Pathways Programs in 2011/2012 has been the extension of the E-Learning Strategy into all curriculum areas and the development of a student mobile “App”. The genesis of the “App” came from discussions about risk mitigation across the College in the event of an emergency but has turned into an essential vehicle for information management and communication in all areas.

Based on qualitative and quantitative market research with existing students across all programs, an information architecture was developed that prioritised student information needs and enabled them to personalise course and exam timetables, among a variety of options.

The development of a similar application for agents is planned for 2012.

Business Process Improvement
As part of the preparation for the significant growth planned for Academic Pathways from 2014, the group has recently completed a detailed procedures manual that covers all administrative aspects of the Program and is consistent with other business process documentation throughout the College.

This is part of a general recognition that to sustain the anticipated rapid growth across multiple campuses, there needs to be on-going business process improvement as well as the delivery of quality teaching and learning.

Curriculum Development
A key initiative for 2011/2012 is the creation of additional capacity within the organisation to ensure a strong focus on on-going curriculum review and renewal. New positions focused on discipline specific curriculum have been developed and will ensure consistency and quality across campuses as well as providing opportunities for development.

The Quality Performance Portfolio 2012 provides a vital framework for continuous improvement by way of ‘Strategies for Improvement’. These strategies provide the essential markers in the process. The Quality Committee that had oversight of the AUQA (2011) audit and subsequent commendation around UWS continues its work in the new TEQA driven higher education environment.

2012 Objectives
Key objectives for Academic Pathways in 2012 include:
- the successful reintroduction of Academic Programs on the Westmead campus;
- development of the new Associate Degrees in Creative Industries and Engineering;
- ongoing monitoring, review and reporting of administrative procedures;
- deepening of the learning support options provided in the program through the greater use of the student learning centre.

Graduates from the Academic Program are performing well at UWS... an affirmation of the pathways educational model.
- additional student support through the provision of more first year experience coordinators supported by a UWS Student Counsellor;
- continued high student satisfaction reports;
- widening of in house and external professional development for teaching staff;
- further investment in Science and Engineering facilities at Nirimba to meet the needs of new and expanded courses;
- the development of a Diploma in Arts and Diploma in Social Science (Policing);
- a widening of course offerings at pre Diploma level for those who are non recent school leavers;
- preparation for expanded College options and campuses in 2013/2014;
- ongoing implementation of the College quality agenda across all programs;
- working with Your Tutor to refine the delivery of support services; and
- developing course initiatives to increase access, opportunity and success.
At its campus in Westmead, Sydney, UWSCollege provides quality English language preparation, programs and testing for international students and residents from a diversity of backgrounds, as well as professional and community programs focused on skills acquisition and transition to employment and study tours. Westmead campus is also the location of the College’s registered training organisation (RTO) which delivers specialised programs supplemented by HSC preparation in cooperation with experienced senior teachers, examiners and UWS academics.

English

UWSCollege has a well-balanced reputation as a quality provider of English Language programs for international students wishing to proceed to further academic study at the University of Western Sydney or other tertiary institutions.

Course offerings include General English; English for Academic Purposes (EAP); Test Preparation and related services (IELTS and TOEIC); various corporate and industry-based study tours; and Cultural Studies and English Language Immersion. Students can also access the College purpose built IELTS Test Centre on campus.

Overall for 2011, English language student numbers decreased. The downturn in the international education industry continued to affect the English Programs with around a 30% drop in student numbers. Those remaining however, were universally successful in proceeding to their chosen course. The main source countries for UWSCollege English programs remain the Middle East, in particular Kuwait, and China. However, Vietnamese, Japanese and Korean numbers saw a slight increase in the last quarter of 2011 and term one 2012.

English Language Programs are led by the Associate Director, Margaret Miller assisted by Program Head, Ms Marianne Chaffe.

Highlights of 2011
Successful Pathway Students for UWS

The year 2011 saw a continuation of English students moving through to UWS and UWSCollege academic programs. Of the 430 students who completed the various Academic English direct entry programs to UWS and UWSC in 2011, 69% continued on to study at UWS in undergraduate (40%) and postgraduate (60%) degree courses, 21% entered the UWSCollege Academic Program which also leads on to UWS (17% in Foundation Studies and 4% in Diploma programs). 10% were studying English only. In total, 385 English students entered UWS/UWSC on pathway packages from English, confirming the College’s status as a successful pathways provider.

Student Support

The English Program continued its focus on intervention strategies for international students in 2011. This is an important part of the requirements under the ESCS Act for student support. Although this has been delivered mainly to the College Arabic students with the greatest needs, it has not excluded other students in need.

Among other aspects it involves a permanent ESL teacher with specialist literacy skills; additional classes and one-on-one tutoring; use of native Arabic speaking ESL teachers; and strategic intervention monitoring and reporting.

ECLAS

During 2011 English staff developed ECLAS 1-6 (English Communication and Literacy for Arabic Speakers) to its near completion stage. One level is publication ready and sample manuals have been printed for use in promotion in 2012. Janice Hayes, the team leader and designer, along with her two writers, Katrina Marsden and Majdi Al Zaghal, were highly commended in the UWS Vice Chancellor’s Excellence Awards at the end of 2011. Many of the ECLAS developed TEL materials are being integrated into the mainstream English EAP courses as well as being available for offshore licensing and delivery.

IELTS Test Centre

The IELTS Test Centre is now running at maximum capacity. In 2011, the Administrator and staff implemented several innovative efficiencies in their operations to reduce costs. New fingerprinting and photograph requirements for candidates have been introduced successfully. The Centre is
also fully compliant with IELTS rigorous regulations, and passed a random three day audit in 2011.

Collaboration with UWS

UWS College English Program staff have assisted UWS by delivering the practicum component for their TESOL students. This involves University students undertaking observations, serviced learning and practicums with the English teaching staff at Westmead. This provides a very positive experience for the students and teachers and is another element in the UWS and UWS College reciprocal service provision.

UWS MARCS Auditory Laboratory research into listening segmentation with UWS College English students continued throughout 2011. The research trial benefited both UWS research and the UWS College students who participated, also English Programs staff provided English expertise and assistance to UWS Consulting for an AusAID tender they submitted in 2011.

2012 Objectives

An important focus of 2012 will be an increase in English language capacity and capability. Key objectives include:

- evaluation and review of the English Program curriculum for reaccreditation in 2012;
- enhancement of English courses through use of TEL (Technology-Enabled Learning);
- collaboration with the Business Development unit to develop the Study Tour program to include additional targeted countries, disciplines and industry areas;
- investigation of ways to further diversity the English Program offerings;
- maintaining the running of the IELTS Test Centre to maximum capacity and efficiency;
- promoting and marketing the “English Communication and Literacy for Arabic Speakers” course (ECLAS) for delivery offshore; and
- ongoing implementation of the College quality agenda across all English Programs.

Professional & Community Programs

Professional & Community Programs (PCP) provides flexible learning options for professionals, businesses and individuals requiring professional development or qualifications related to the Vocational Education and Training (VET) sector and supports UWS initiatives in community education.

It is responsible for the delivery of VET courses through the College’s Registered Training Organisation (RTO) and specialises in the provision of qualifications in Financial Services (Personal Trust Administration) and Property Services including requirements for real estate and property broking licences, retail courses, business courses including Frontline Management, and training and assessment qualifications for vocational education trainers.

Professional & Community Programs has components of the Certificate IV of Spoken and Written English (CSWE) contextualised by Adult Migrant English Services (AMES) for its program delivered to migrant professionals seeking employment in their chosen field.

This small unit is led by Christina Cordingley and is incorporated within the broader English Programs unit.

The IELTS Test Centre is now running at maximum capacity.
Highlights of 2011
UWS HSC Preparation Program

In July 2011 the Professional & Community Programs provided a Higher School Certificate Preparation Program for Greater Western Sydney senior high school students. The program offered support in all levels of Mathematics and English including a master class in creative writing. More than 580 students from 121 schools attended the UWS Parramatta campus for a week of intensive activities.

Skillmax Programs

The Skillmax Course aims to prepare overseas skilled professionals to enter the Australian workforce. UWSCollege delivered the government funded Skillmax course to migrant professionals on four occasions in 2011 and positioned UWSCollege as an integral provider of pathways to employment for migrants in Greater Western Sydney.

The Capture and Handling of Wild Animals in Australia

This unique practical short course was offered with the support of UWS School of Natural Sciences twice in 2011. It addressed the human safety, animal welfare and legislation regarding sympathetic and technical aspects of capture, handling and transportation of distressed animals. The course provided a valuable professional development opportunity for veterinarians, rangers, farmers and people employed in the handling of zoo animals.

English for Taxi Drivers

In 2011, the opportunity to develop a new short intensive English language course specifically for migrants and others wishing to make a career in the taxi industry was identified with research indicating most people in this category resided in the western suburbs of Westmead, Parramatta and Blacktown. This new course was developed for delivery in early 2012 at the Westmead Campus.

New Qualification FNS41311 Certificate IV in Personal Trust Administration

UWSCollege and Trustees Corporation Association of Australia (TCA) have been working together following endorsement of FNS10 training package at the end of 2010 to review the new qualification FNS41310 Certificate IV in Personal Trust Administration with a view to customising and improving the existing course content to suit the requirements of the trust industry.

In early 2011, TCA and UWSCollege made recommendations for improvements to the FNS41310, and these recommendations have now been adopted by IBSA and Australian Skills Quality Authority resulting in FNS41311 Certificate IV in Personal Trust Administration qualification. This new qualification will be delivered in Semester 2, 2012.

AMEP

UWSC continued to deliver the AMEP program at its Campbelltown and Liverpool campuses throughout 2010-2011 and up until July 2011 when the contract with the South Western Sydney Consortium ceased. The highlights of the year included participation in community events such as Harmony Day and the Year End Celebration that attracted over 300 participants and culminated in a multicultural food and dance festival.

2012 Objectives

Key objectives for Professional & Community Programs in 2012 include:

- expansion of short courses, enterprise skillsets and selected VET offerings;
- compliance with efficient transition to updated Australian Skills Qualification Authority training packages on UWSCollege scope;
- continuous renewal of syllabus materials;
- consolidation and expansion of key relationships with UWS, government and industry stakeholders for provision of vocationally-based professional development courses;
- delivery of the first of a four year Commonwealth funded program to low SES HSC students in Greater Western Sydney; and
- ongoing implementation of the College quality agenda.
The College Registrar’s area commenced operations in the current organisational structure in July 2011. It provides services through Student Centres located on each campus to current and potential students on administration matters such as admissions, enrolment and fees, as well as access to Student Advisors and other support services.

In addition, the College Registrar’s area provides timetabling services; student record systems management; data analysis and reporting; monitoring and managing of student related compliance with legislation and regulating bodies; and the management of events such as graduation, orientation and various student activities.

The team is lead by Susan Channell, supported by managers in the areas of Educational Administration, Systems and Compliance and Student Centres: Michael Casey, Elizabeth Na and Richard William-Joseph.

Highlights of 2011
First Year Student Experience

In 2011, the focus was on improving the level of customer service provided to students. This included extensive training for all staff, tailored to the specific needs of the individuals involved. Early engagement with Academic Program students as well as system and process improvement aimed at making the 2012, term 1 admissions process easier for students saw a large increase in the number of students enrolled prior to the start of the teaching sessions. A significant increase in Student Activites early in the term contributed to a decline in the number of students who withdrew prior to the census date.

The English Language Surveys show steady improvement in the level of customer service provided to students.

Staffing

The establishment of the College Registrar’s unit, including the realignment of services, is facilitating the implementation of scalable systems and processes as well as providing career paths and succession plans for staff. Increased reporting and analysis capabilities and the implementation of the Student Reporting Framework have paved the way for informed decision making in the management of student load.

In 2011 and 2012 a number of staff attended conferences, including the ISANA International Education Association, ESOS Conference, and the Student Demand Driven Education Conference.

Systems and Processes

From December 2011, all timetables, including exam timetables have been published on the College “App”. In the latter part of 2011, responsibility for timetabling moved to the College Registrar’s area which at time a minor review of processes revealed the need to integrate timetabling systems into the current student record system. In early 2012, a Project Team was established to identify the College’s timetable needs and to oversee the implementation of a system solution. The project has a number of working groups involving a large number of stakeholders and is being jointly managed by the College Registrar’s Area and Academic Programs.

In term one 2012, Academic Pathways...
students were enrolled at both the
Nirimba and Westmead campuses for
the first time. This allowed the College
Registrar’s area to test its ability to
provide multi-campus services. The
improvement in admission and
enrolment processes cited above
suggest that current processes are
robust enough for multi-campus
delivery.

During 2011 the College Registrar
participated in a benchmarking project
with the UWS College English
Language Programs, Griffith University
and the University of Tasmania that
focused on the student experience.

Student Activities
The holistic student experience has
been a focus of the Registrar’s unit in
the past 12 months. An annual
schedule of events has been
developed and implemented and
various activities have been focused on
the diverse ethnic and cultural
backgrounds of our student
population. Joint initiatives have also
been developed with our precinct
partners at Nirimba involving both staff
and students with Reconciliation Day
being a notable example.

2012 Objectives
Key objectives for the College
Registrar’s area in 2012 include:
› full implementation of Rollbook (an
electronic attendance monitoring
system);
› review of current timetabling
processes and systems with the aim
to develop and implement a multi
campus, multi-delivery mode system
solution;
› extension of benchmarking activities
to include Academic Programs and
timetabling;
› continuation of staff development
with a focus on leadership;
› continuation of the reviewing and
updating of policies and procedures
in line with UWS policy and
procedures where appropriate;
› working with teaching areas to
implement enhanced strategies for
students at risk; and
› ongoing implementation of the
College quality agenda in all student
support activities.

Implementation of a
Student Reporting
Framework has
paved the way for
informed decision
making.
The Corporate and Business Services unit provides financial management and reporting; facilities and IT management; organisation development; and marketing and business development services for the broader organisation. The group is also responsible for liaison and reporting with the parent entity, the University of Western Sydney; project management of all major College-wide projects; and quality and management of communication vehicles including all College publications in all formats.

Corporate and Business Services are variously led by the Senior Managers of Finance and Infrastructure, Ms Evallie; Organisational Development, Ms Daniels Willcock; and Marketing and Business Development, Ms Julie McAlpin.

Highlights of 2011
Upgrading of Infrastructure on both Campuses
Ongoing development of teaching and learning spaces at both Ninimba and Westmead were undertaken in 2011 and continued into 2012 as part of our overall infrastructure strategy, but also to increase student capacity on both campuses. Key elements in the upgrade included:

- the renovation of teaching space at Westmead to provide five additional classrooms;
- the upgrading of student facilities including the Cafe on Westmead campus;
- the implementation of appropriate standard audio-visual technology in the majority of classrooms on both campuses;
- the construction of a new laboratory on the Ninimba campus, primarily in support of Engineering programs;
- creation of an additional networking laboratory at Westmead primarily for Academic Pathways students; and
- a general upgrade of landscaping and external recreational areas.

New Approaches to Content Management
UWS College undertakes a diversity of publishing activities in support of its teaching and learning activities; marketing and recruitment; and various business procedures including management and Board reporting, policy development and organisational procedures. In 2011, the College consolidated this activity within the content management team led by Ben Fletcher and relocated the group to the newly restructured Marketing and Business Development unit. This will ensure a consistency and quality in all our communications and will enable us to leverage our various information inputs in the development and maintenance of our staff and student Intranets and related ‘Apps’.

Comprehensive Staffing Plan
In 2011, for the first time the College developed a comprehensive staffing plan which reflected structural changes during the year and anticipated proposed changes due to student demand. The plan was developed in conjunction with the budget and enabled a higher level of accuracy in this key area as well as providing easy access to information on staffing capacity and capability.

A 2013/2014 staffing plan is also currently in development to support the large anticipated growth when the College’s new campuses and new programs come online for the 2014 academic year.

Social Media Strategy
The College’s approach to digital and social media was reviewed towards the end of 2011. In preparation for convergent marketing strategies commencing in 2012. Following on from the success of the student mobile ‘app’ the College commenced an audit of current marketing materials...

Since the expansion of local programs in 2008, UWS College has contributed to revenues in excess of $42 million to its parent entity, UWS.
ensure our student communication strategies remain suitable for digital integration. In addition, the College actively monitored student interactions with social media sites prior to developing a College wide response to social media management.

The aim and focus of our digital marketing activities is to better engage with both domestic and international students through the provision of website improvements and real time mobile technologies that add value to student recruitment campaigns including campus open days and promotional events.

2012 Objectives

Key objectives of the Corporate and Business Services units in 2012 include:

- planning for the new College buildings on the Nirimba, Bankstown and Werrington South campuses, and the refurbishment of the proposed outreach campus at Lithgow;
- enhanced financial reporting to a revised set of KPIs developed in consultation with the College Audit Committee;
- development of new marketing strategies and materials that better represent the unique opportunities provided to students of UWS/College and their consequent academic success;
- finalisation of the College Business Continuity Plan building on the work of the Risk Committee and consistent with University risk management initiatives;
- securing of new business opportunities in the area of transnational education through the licensing of our ECLAS (English Communication and Literacy for Arabic Speakers) program;
- adoption of a fresh approach to information management starting with a College-wide information audit;
- development and implementation of a social media marketing strategy;
- staffing plans and projections for anticipated growth in 2014 with new campuses;
- further development of the College online induction program in support of our multi-campus strategy;
- implementation of success planning in all key operational areas;
- design and implementation of an Executive Leadership Framework to identify and develop current and emerging leaders at all levels of the organisation; and
- ongoing implementation of the College quality agenda.
UWSCollege Organisational Values

Creating Opportunities through Education

- Focus on Governance and Continuous Improvement
- Transparency and Consistency in Decision Making
- Developing Access and Equality for all
- Respect for the Individual and Diversity
- Committed to Education and our Students
- Trust in and Support for Each Other
- Engage With and Support our Local Communities
- Work Collaboratively
-高道德和专业标准与行为
-个人责任和问责制

Think Strategically

Develop and Engage our People