

2012 – 2013 REPORT



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 and 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 154% and anticipates even greater expansion in the coming three years.

Structure

UWSCollege is structured into four key areas:

- » Academic Pathway Programs provide University Foundation Studies and Diploma programs and an Associate Degree Program for students progressing to an academic degree at the University of Western Sydney.
- » English Language and Professional and Community programs 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 Centres under the Registrar, deliver the administrative and various student support functions that enable students and staff to enjoy a quality experience.
- » Corporate and Business Services 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 and Services) Ms Rhonda Hawkins, and Dr Kerry Hudson is Dean and CEO and reports to the Board.

The Board has oversight of the Academic Advisory Committee, English and Professional and Community Programs Academic Advisory Committee, and the Audit Committee, thus ensuring quality in program delivery and financial sustainability.

Location

Like its parent institution, **UWSCollege** operates across more than one campus in Greater Western Sydney. English Language Programs, a limited number of academic pathways and RTO-based programs are offered at Westmead. University Foundation Studies, Diploma and Associate Degree programs are available on the Nirimba 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 Nirimba by 100% and establishing new facilities on the UWS Bankstown campus and at Lithgow in 2014.

A new College campus is also proposed for Kingswood 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 also runs a transnational University Foundation Studies Program in cooperation with the Samaj School in Nairobi, Kenya and is hoping to extend this successful model to other jurisdictions in the near future.



UWSCollege Academic Pathway Programs students

Experience

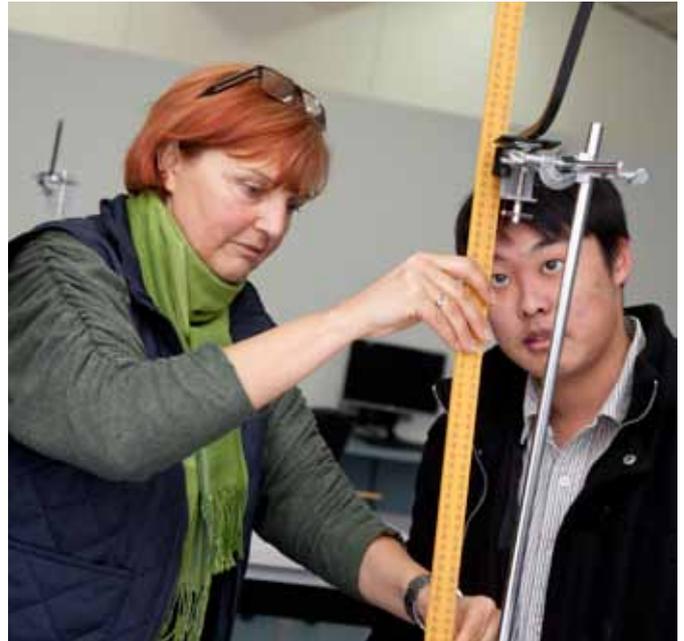
UWS College provides a unique experience for students who elect to do their preparation for academic study through the various English Language or Academic Pathway programs prior to proceeding to UWS. International and domestic students who have not secured the ATAR required for direct entry to their 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.

Domestic students in College Diploma Programs are provided with University Commonwealth supported places (CSP) and FEE-HELP is available for most other programs. The University Foundation Studies Program is supported by Commonwealth enabling funding. There are also a number of scholarships for high-achieving domestic and international students proceeding to further study at UWS.

Teaching staff at **UWS** College come from a variety of backgrounds and academic discipline areas. Many of them teach at both the University and **UWS** College 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 **UWS** College programs. In 2009, there were 407 continuing former **UWS** College students at UWS and 461 new students. In 2010, there were 685 continuing former **UWS** College students and 635 new students. In 2011, there were 293 continuing former **UWS** College students at UWS and 966 new students. In 2012, there were 815 continuing former **UWS** College students at UWS and 658 new students.

This has resulted in an overall financial contribution to the University in excess of \$48 million. As at 30 April 2013, the College had 134 full-time and part-time staff and projected annual revenues of \$33 million.



Ms Diana Maslic (Coordinator, First Year Engineering & Construction) with student



Mr Zachary Ball (Manager, Finance),
Dr Greg Whateley (Deputy Dean)

Message from the Board

The **UWS** College Board was restructured in 2012 to ensure governance by a dynamic, future-oriented team focused on the strategic imperatives of the University as well as the capabilities and enormous potential of the College as a provider of educational access, opportunity and success. The Board is chaired by the Deputy Vice-Chancellor, (Corporate Strategy and Services), Ms Rhonda Hawkins. Other senior University Directors include Professor Kerri-Lee Krause (Interim Deputy Vice-Chancellor

(Education)); Associate Professor Craig Ellis (Associate Pro Vice-Chancellor (Education-Business & Law)); and Mr Angelo Kourtis (Pro Vice-Chancellor (Students & International)). External Directors include author, consultant and member of the Refugee Tribunal, Ms Mara Moustafine; alumnus and Deloitte partner Ms Xenia Delaney; and Mr Peter Graham, consultant and company director. Dr Kerry Hudson acts as company secretary for the Board supported by Mr Kerry O'Reilly (Company Secretary, Entities) at UWS.



Back left: Ms Mara Moustafine, Mr Peter Graham, Associate Professor Craig Ellis (Associate Pro Vice-Chancellor (Education-Business & Law)), Professor Kerri-Lee Krause (Interim Deputy Vice-Chancellor (Education))
Front left: Dr Kerry Hudson (Dean and CEO), Ms Rhonda Hawkins (Deputy Vice-Chancellor (Corporate Strategy and Services)), Mr Angelo Kourtis (Pro Vice-Chancellor (Students & International))
Absent: Ms Xenia Delaney.

MAJOR HIGHLIGHTS OF 2012

Strategy development

The Board is strongly committed to the development of strategy for the College that best prepares the organisation for both the challenges and opportunities of the planned future growth. Particular attention has been paid to the manner in which the College's activities are integrated with University priorities and complement the broader objectives in the University of Western Sydney (UWS) "Making the Difference" strategy.

As part of the College annual planning process, the Board undertakes an annual retreat each July, the outcomes of which inform the broader College planning retreat in August. The outcomes of the latter are formally approved by the Board in conjunction with the annual budget.

Blended learning

By the nature of its pedagogical model, **UWS**College has always maintained a blended learning approach in its teaching and learning delivery. This was enhanced in 2012 with the Board approval for the provision of iPads to all teaching staff and the extension of the technology-enabled professional development program.

This ensured staff were well-prepared and experimenting with innovative teaching prior to the broader rollout of iPads to all commencing students in 2013.

The Board remains committed to the concept of **UWS**College as a potential incubus for innovation in teaching and learning practice.

Leadership development

Directors actively participated in the development of the College leadership program which is focused on new and emerging leaders within the College. In a strong growth phase, the Board recognised the importance of investing in staff to ensure the College has a scaleable model for the future.

Characteristics of the program include formal mentoring by internal and external mentors across operational areas, a "Meet the CEO" boardroom discussion series, and an

enhanced approach to staff onboarding and induction. Staff have also been exposed to a variety of experiential development activities including participation in transnational programs, scholarship exchanges, conference presentations, and benchmarking.

Supporting growth

The College has managed significant growth in both student numbers and revenues over the last few years to the point where it is now a very robust School of the University. This growth, however, has not been without its challenges to systems, resources and staff.

To ensure the effective transition to a four campus model from 2014, the Board has approved investment in the following seven (7) key projects: UWS Outreach Campus Lithgow; **UWS**College Bankstown campus; academic systems development; Academic Pathway Programs process documentation and improvement; Academic Pathway Programs management restructure; academic year changeover; and academic policy review. This should ensure an effective transition to a multicampus model in February 2014.



Ms Linda Newstead (permanent part-time teacher), Dr Kerry Hudson (Dean and CEO)

International initiatives

Recognising the importance of internationalisation in a global economy, the College has actively developed institutional partnerships and networks as an important component to its overall strategy. Activities include offshore programs, staff scholarships and exchanges, international conference presentations, curriculum customisation for international delivery and teacher development programs.

MAJOR HIGHLIGHTS OF 2012

University Foundation Studies: Samaj, Nairobi

UWSC College has been delivering its University Foundation Studies Program in partnership with the SCLP Samaj School in Nairobi since late 2008. The program is taught by local teaching staff supported by **UWSC** College teaching staff who provide quality assurance support and on-the-ground professional development for the Samaj School staff.

Part of the relationship is a commitment to teacher exchange and the progress of a proportion of the graduates to award courses at **UWSC** College and the broader University.

In 2012, over 50 students graduated from the program and three College staff were engaged in teaching and professional development. SCLP Samaj School hopes to enhance its offerings in late 2014 to include Diplomas in Business and Construction Management.

Staff scholarship: East London

UWSC College provides an annual scholarship to pathways teaching staff to undertake a special project with The Continuum Research Centre for widening participation at the University of East London (UEL). Candidates submit a paper as part of the application and the successful applicant is required to implement one innovative idea on completion of study at UEL.

The successful candidate in 2012/13 was Mr Owen Lowe who has initiated some key projects in the broad area of blended learning since his return to Sydney.

ECLAS curriculum for Arabic speakers

Ms Jan Hayes and her team, Ms Katrina Marsden and Mr Majdi Al Zaghal, have been developing English curriculum for native Arabic speakers as part of a broader renewal of English language curriculum. The project has been informed by the College's own experience with the issues encountered by Arabic students and the research of Arabic linguist Professor Stuart Campbell, a former Director.

The project is known as English for Communication and Literacy for Arabic Speakers (ECLAS) and outcomes include an extensive array of student support materials across five language levels.

Now the materials have been largely completed, it is proposed to trial and licence the curriculum in the Middle East thus enabling students to develop their English skills further before progressing to study in Australia.

Law enforcement and security: Maldives

UWSC College staff have also been actively involved in the development and delivery of the Bachelor of Science in Law Enforcement and Security Studies in partnership with the Institute of Law Enforcement and Security (ISLES) in the Maldives during 2013. The degree is an important component in the professionalisation of the law enforcement and security sector in that country.

College contributions have included curriculum customisation, teaching delivery and overall project management. The degree is an award of ISLES and is essentially a capacity building project.



Samaj students



Left to right: Ms Rhonda Hawkins (Deputy Vice-Chancellor (Corporate Strategy and Services)), Mr Ahmed Shakir (Chief Inspector, ISLES), Dr Michael Kennedy (Head of Program, Policing), Professor Kevin Dunn (Head of Social Sciences UWS)



Left to right: Dr Kerry Hudson (Dean and CEO), Mr Silas Obae (former Samaj student), Ms Susan Channells (College Registrar), Dr Greg Whateley (Deputy Dean)

Academic Pathway Programs

A core focus of **UWSC** College is the provision of Academic Pathway Programs that prepare domestic and international students for further academic study at the University of Western Sydney (UWS) by developing academic, learning and study skills through a range of programs. This means providing flexible admission, and resourcing a student-centred approach to teaching and learning.

We develop, design and deliver programs that support students so they can succeed in study at university and in their chosen careers. As a result, there are high levels of satisfaction, retention and progression rates among students.

Students at **UWSC** College have access to solid support which includes:

- » special academic development units
- » support from lecturers and tutors (both face-to-face and online)
- » on-campus student advisers and study facilities, including UWS Library
- » specialist First Year Experience Coordinators to guide students through their first year on campus
- » smaller class sizes and student groups
- » early intervention programs, and
- » other students, online social networks, informal study groups and social events.

MAJOR HIGHLIGHTS OF 2012

Westmead

Academic Pathway Programs were reignited at the Westmead campus in 2012. Feedback from UWS on the Commencing Student Surveys (CSS) and the Traffic Light Reports on Student Feedback on Units (SFU) were very pleasing and indicated the attainment of comparable progression rates and academic student experiences across both campuses. It is envisaged that there will be significant growth in 2013.

Benchmarking

UWSC College Academic Pathway Programs initiated a benchmarking program with the University of Wollongong College in June 2012. This relationship has developed well and will continue in 2013 with a focus on assessment moderation and the student experience.

Review of First Year Experience Coordinators

The role of dedicated First Year Experience Coordinators within the Academic Pathway Programs has been closely examined and further expanded during 2012. A revised model of curriculum and delivery coordinators has been embedded as part of the sustainability focus.

A comprehensive professional development program was also implemented in 2012 and includes the further development of the successfully trialled mentoring initiative.

Continued program expansion

The full complement of courses in the Diploma Programs was developed in 2012 and will be offered in 2013. The introduction of the Diploma in Arts and the Diploma in Social Science (Policing) is proving popular.

Blended learning

A formal Blended Learning Audit was conducted in late 2012. The **UWSC** College Blended Learning Strategy for 2013 and beyond has been developed and is being rolled out after receiving Board endorsement.

iPads for staff

As part of the **UWSC** College commitment to both blended learning and staff professional development, all permanent teaching staff were given an iPad, and a range of support sessions and workshops were conducted. This initiative was viewed as the beginning of some interesting blended learning developments in 2013.

University Foundation Studies review

UWSC College conducted a University Foundation Studies review which was finalised recently. The recommendations have been endorsed by the College Board and will be rolled out throughout 2013.

2013 OBJECTIVES

Key objectives for Academic Pathway Programs in 2013 include:

- » ongoing improvement in monitoring, reviewing and reporting of administrative procedures
- » application of the recommendations of the review of the University Foundation Studies Program
- » greater use of the Student Learning Centre
- » additional student support through the provision of more First Year Experience Coordinators supported by a **UWSC** College 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
- » successful implementation of a Diploma in Arts and Diploma in Social Science (Policing)
- » a widening of course offerings at pre-diploma level for non-recent school leavers
- » preparation for expanded College options and campuses in 2013/2014, and
- » ongoing implementation of the College quality agenda across all programs.

Dr Greg Whateley
Deputy Dean



Ms Marilyn McDonald (Director Academic Governance) and
Ms Leanne Yard (Director, Teaching and Learning)



Dr Greg Whateley (Deputy Dean)

English and Professional and Community Programs

UWS College's English and Professional and Community Programs (EPCP) 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 (UWS) or other tertiary institutions. As well as the English program for international students, Professional and Community Programs (PCP) provide flexible learning options for professionals, businesses and individuals requiring professional development or qualifications related to the Vocational Education and Training (VET) sector.

Course offerings in English 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 purpose built IELTS Test Administration Centre on the Westmead campus.

PCP provide courses for qualifications in Financial Services (Personal Trust Administration) and Property Services, as well as 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.

Key English and PCP executives include the Director, Ms Margaret Miller, Head of Program Curriculum, Ms Janice Hayes, Head of Program English, Ms Marianne Chaffe and Manager PCP, Ms Christine Cordingley.



PCP Skillmax student and Ms Margaret Miller (Director, English and PCP Programs)

MAJOR HIGHLIGHTS OF 2012 – ENGLISH LANGUAGE PROGRAMS

Overall for 2012, student numbers were stable with an upward trend beginning in September. Our main source regions for English Language Programs remain the Middle East, Vietnam and China. However, Japanese and Korean numbers are showing a slight increase.

Successful pathway students for UWS

The year 2012 saw a continuation of English students moving through to UWS and **UWSCollege** academic programs. Of the 419 students who completed the various Academic English direct entry programs to UWS and **UWSCollege** in 2012, 365 students continued on to UWS/**UWSCollege** as pathway students. Seventy-five per cent of these continued on to study at UWS in postgraduate (64%) and undergraduate (36%) degree courses, 25% entered the **UWSCollege** Academic Pathway Programs which also leads on to UWS (15% in University Foundation Studies and 10% in Diploma Programs). Thirteen per cent were studying English only. These 365 students equate to revenue of around \$7½ million for UWS.

New Technology Enabled Learning curriculum

During 2012, English programs Head of Program Curriculum prepared the new curriculum which focuses heavily on Technology Enabled Learning (TEL). Some staff have been involved in its preparation.

Student support

English Language Programs continued its focus on intervention strategies for international students in 2012. This is an important part of the requirements under the *Education Services for Overseas Students (ESOS) Act* for student support. Although this has been delivered mainly to our Arabic students with the greatest needs, it has not excluded other students in need. Our multifaceted approach in 2012 included the following:

- » two Arabic speaking ESL teachers who taught mainly in the lower levels
- » special afternoon classes – “Writing Skills”, “Grammar – Beginners and Advanced Levels”, “Pronunciation” and “Listening Skills”

- » small group tutoring withdrawal or after class sessions for students identified as being at risk
- » formal strategic intervention reporting for students at risk consistent with the overall **UWSCollege** approach to management and reporting in this area, and
- » special pronunciation and listening action research group with Vietnamese students.

IELTS Test Centre

The IELTS Test Administration Centre ran at above maximum capacity for the year. In 2012, the Administrator and staff continued their drive for efficiencies in their operations to reduce costs. The centre is also fully compliant with the rigorous regulations of IELTS, which is vital for continuation. The centre passed an internal self-audit in 2012.

Study Tours

Interest remained stable in 2012 for Study Tours. The long-term groups, such as our two Qantas training groups from Japan, continued to access their programs, as did our other long-term partners in Japan. There are hopes for more teacher training Study Tours in 2013 especially from Thailand and Vietnam.



Ms Marianne Chaffe (Head of Program, English Courses), Visnja Simovic (ESL Teacher)

Benchmarking

Benchmarking was not undertaken in 2012 but will resume in 2013 with University of Tasmania (UTAS) and James Cook University (JCU) pathways. The areas for benchmarking will be moderation of assessment criteria and marking.

Collaboration with UWS

UWS College English Language Programs staff have again 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 College has been involved with meetings and discussions regarding English language standards and skills development of students studying at UWS. This will continue into 2013.

MAJOR HIGHLIGHTS OF 2012 – PROFESSIONAL AND COMMUNITY PROGRAMS

UWS HSC planning days for low-SES school students

PCP was afforded the opportunity to deliver a program in 2012 based on the successful HSC Preparation Program under a four-year program funded by Higher Education Participating Partnerships' Program (HEPPP), targeting identified low-SES schools in Greater Western Sydney (GWS). In two offerings in April and September 2012, over 2000 students representing 66 targeted low-SES schools in GWS have enrolled.

UWS HSC Preparation Program

This established program is now an integral part of preparation for the Higher School Certificate (HSC) for school students in GWS. Since 2010, PCP have enrolled more than 1300 school students in this program.



UWS College English students

2013 OBJECTIVES

An important focus of 2013 will be an increase in English language capacity and capability. Key objectives include:

- » implementation of the new English Language Programs Technology Enabled Learning (TEL)
- » enhanced curriculum
- » further enhancement of English courses through use of TEL
- » collaboration with the Marketing and Business Development unit to develop the Study Tour program to include additional targeted countries, disciplines and industry areas, especially for overseas teachers
- » investigation of ways to further diversify the English Language Programs offerings
- » maintenance of the running of the IELTS Test Administration Centre to maximum capacity and efficiency
- » promotion and marketing of the Certificate IV in TESOL for delivery offshore
- » development of education designs for delivery of the English and Professional and Community Programs offerings in the Parramatta CBD while maintaining the quality of the student experience, and
- » ongoing implementation of the College Quality Management Framework across all English programs.

Ms Margaret Miller
Director, English and Professional
and Community Programs



UWSCollege PCP students

Finance and Infrastructure

MAJOR HIGHLIGHTS OF 2012

Finalisation of expenditure from Diversity and Structural Adjustment Fund

In October 2012, projects funded by the Diversity and Structural Adjustment Fund concluded. The \$5.7 million received from the federal government over three years proved to be invaluable in consolidating the College at Nirimba. In particular, 2012 projects funded by this grant were:

- » construction of a chemistry/biology laboratory with a capacity for 40 students, specially equipped for delivery of programs up to associate degree level
- » audio-visual upgrade totalling 29 flat floor teaching spaces and one lecture theatre
- » distribution of 50 iPads to teaching staff in preparation for implementing the University's Blended Learning Strategy across College programs
- » development of an "app" for students which provides real time information on current events, help and support, student timetables and on-campus activities, and
- » development of the Associate Degree Program, and infrastructure and facilities to support students in this program.

Financial management and reporting

To improve financial management, a number of important initiatives were undertaken in 2012. Financial management training was given to staff, with programs tailored for senior staff. This enabled senior staff to participate in budgeting and quarterly forecasting and improve budget management. This level of engagement delivered outstanding financial results for **UWSC** College as all corporate areas of the College performed better than budget and year end forecasts.

A further major achievement in financial analysis was the development of teaching allocation reports for both English Language Programs and Academic Pathway Programs, which identified and attributed all teaching staff, both permanent and sessional, to course level. This enabled a greater degree of accuracy in financial reporting at course level, ensuring all permanent teaching staff were at full load before sessional staff were employed. It also provided a basis for forecasting sessional staff expenditure.

2013 OBJECTIVES

The objectives for 2013 are to:

- » ensure comparability of infrastructure and support for a multicampus model
- » ensure blended learning spaces in new facilities
- » fully implement agreed financial Key Performance Indicators (KPIs)
- » improve financial literacy of all senior managers
- » improve trend analysis in financial reporting
- » prepare for the year end financial audit, and
- » maintain and develop policies and procedures.

Ms Eva Yee Ing

Senior Manager, Finance and Infrastructure



Mrs Eva Yee Ing (Senior Manager, Finance and Infrastructure)



Back left: Mrs Eva Yee Ing (Senior Manager, Finance and Infrastructure)
Front left: Mr Ashwant Prasad (Campus Manager), Dr Kerry Hudson (Dean and CEO),
Mrs Julie McAlpin (Senior Manager, Marketing and Business Development), Mr Sydney
Hamilton (Facilities Coordinator), Mrs Tamara Pruze-Mills (Manager, Marketing)



Left to right: Mrs Eva Yee Ing (Senior Manager, Finance and Infrastructure),
Mrs Julie McAlpin (Senior Manager, Marketing and Business Development),
Ms Leanne Yard (Director, Teaching and Learning), Ms Kate Shane (Senior Executive Officer)



A year in review



Marketing and Business Development

The Marketing and Business Development and Information and Content Management teams were successfully amalgamated into a unit in 2012 resulting in a well-resourced unit with expert capabilities to produce a range of electronic and print-based publications to support the College's student recruitment activities. In addition, the unit continued to provide editorial and content support to the College's teaching and learning staff. Unit staff also worked closely with the College's e-learning team to produce the first blended e-learning resource (Success in Tertiary Literacies (SITL)).

MAJOR HIGHLIGHTS OF 2012

Extended marketing presence

The unit published a new suite of marketing brochures and updated the College's electronic information sources to support the student recruitment campaigns throughout the year. In addition, attendance at events including high school visits, community and career expos, drop-in sessions and information evenings increased by 70%.

Alignment with UWS

UWSCollege extended its marketing geographic reach to Campbelltown, Lithgow and Bankstown in preparation for the pending growth in 2014. College staff worked closely with UWS to develop an integrated approach to domestic and international student recruitment to ensure economies of scale in relation to promotional collateral and event management and to build on the success of the university's early offer campaign.

Information audit

The unit completed an audit of corporate information in the public domain, teaching and learning resources and College marketing collateral in early 2012. This gave rise to the implementation of new workflow procedures for publication approvals and an overhaul of the College's staff Intranet and website. This work also led to the formation of the Information Security and Management Committee towards the end of 2012.

2013 OBJECTIVES

The objectives for 2013 are to:

- » implement a new staff Intranet (Sharepoint) and migrate College documents in accordance with agreed priorities
- » continue to develop a transnational marketing strategy and support UWS international student recruitment activities
- » refine and further develop the College's suite of social media monitoring tools
- » reassess the College's website and mobile applications for currency and UWS system compliance
- » work closely with the Student Services Centre and raise awareness of student activities aimed to bolster the on-campus student experience, and
- » explore iBooks and electronic marketing strategies in consultation with UWS.

Mrs Julie McAlpin
Senior Manager, Marketing and Business Development



Mrs Julie McAlpin (Senior Manager, Marketing and Business Development)



Left to right: Ms Rebecca Spicer (Administration Assistant, UWS Bathurst Rural Clinical School), Mrs Eva Yee Ing (Senior Manager, Finance and Infrastructure), Ms Leanne Yard (Director, Teaching and Learning), Mrs Julie McAlpin (Senior Manager, Marketing and Business Development)



Students receiving iPads.



Students at Reconciliation Day

Organisational Development

The Organisational Development (OD) unit, under the leadership of Danielle Wilcock, is responsible for providing a healthy, positive work environment by developing and sustaining a workplace culture conducive to continuous improvement and by optimising teaching and learning for both staff and students. The unit is responsible for human resources, professional development, workplace health and safety, industrial relations and staff benefits/welfare.

MAJOR HIGHLIGHTS OF 2012

Leadership Development Strategy

In 2012, the College formulated and started implementing the Leadership Development Strategy. This strategy incorporates a range of activities aimed at developing and building the capacity and capability of College staff which is critical to growth and succession planning.

In 2012, the unit launched two initiatives that are integral to the Leadership Development Strategy:

- » the New Supervisor/Manager Program, and
- » the **UWSC** College Mentoring Program.

The feedback from both programs was extremely positive. These programs will feature in ongoing professional development activities in 2013.

Industrial relations

In the latter half of 2012, the College commenced renegotiating the collective agreement. Key to the negotiations is ensuring the College remains nimble and flexible to facilitate growth and multicampus expansion strategies.

Workplace health and safety

Members of the College Senior Management team and Workplace Health and Safety Committee participated in specific training on the new workplace health and safety legislation. Briefings were provided to the remaining **UWSC** College community through staff forums.

In 2012, workplace health and safety KPIs were introduced as a mechanism to measure and monitor the College's performance. These KPIs are presented to the **UWSC** College Board on a six-monthly basis.

The College workplace health and safety committees, of which there are two, play a key role in assisting the College to meet its legal obligations. The committees meet quarterly to discuss any workplace health and safety issues, review accidents/incidents and participate in the annual workplace health and safety audit.

Staff Survey

The College's fourth successive Staff Survey was conducted in 2012. The survey provides the College with feedback on the effectiveness of the strategies implemented to address issues identified from the previous Staff Surveys and informs College key priority areas for the future.

The 2012 results indicated that the satisfaction ratings were the highest ever achieved. Four out of five (81%) employees surveyed agreed that they are satisfied with the quality of service they received as staff at **UWSC** College.

2013 OBJECTIVES

The objectives in 2013 are to:

- » further develop and implement the Leadership Development Strategy
- » coordinate the bi-annual skills audit which provides the College with valuable information on the skills/expertise of our staff. The skills audit feedback will, in turn, inform the College's Professional Development Plan for 2014
- » finalise the Enterprise Agreement
- » further develop and enhance the College's onboarding and induction processes
- » in consultation with the business units, develop and implement the **UWSC** College staffing plan for 2014
- » review the **UWSC** College performance management mechanisms, and
- » further investigate the online capability of Alesco (payroll) in light of the College's multicampus strategy.

Mrs Danielle Wilcock

Senior Manager, Organisational Development



Mrs Danielle Wilcock (Senior Manager, Organisational Development)



Left to right: Uncle Greg Simms (Elder), Dr Kerry Hudson (Dean and CEO), Mr Jeff Dunn (Indigenous Project Officer)



Left to right: Ms Eva Yee Ing (Senior Manager, Finance and Infrastructure), Ms Amanda Oppliger (Head of Program, Foundation Studies), Ms Kate Shane (Senior Executive Officer)

College Registrar

The College Registrar unit provides services through Student Services 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 Advisers, a Counsellor and other support services. In addition, the College Registrar unit 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 student activities.

The team is lead by Ms Susan Channells and supported by three managers in the areas of Educational Administration, Mr Richard William-Joseph; Systems and Compliance, Mrs Elizabeth Na; and Student Services Centres, Mr Michael Casey.

MAJOR HIGHLIGHTS OF 2012

First year student experience

In 2012, the College Registrar unit continued to build on improvements made in the previous year by focusing on early engagement with students through events, orientation and Week 1 activities. Student-focused customer service practices and processes, aimed at making the 2012 Term 1 admissions process easier for students, continued the trend first experienced in 2011 which saw a large increase in the number of Academic Pathway Programs students enrolled prior to the start of the teaching session.

Improvements were also made to the process for transition to UWS, when **UWS**College students move to either first or second year at UWS. These improvements were made through the introduction of Transitioning Information Sessions that are run in collaboration with the College's Academic Pathway Programs area and UWS Enrolment staff.

Student activities and events continued to be a key focus in 2012. The College Registrar unit worked closely with the Marketing and Business Development unit to

promote events through electronic noticeboards, the College mobile phone "app" and social media. Events offered included sporting, social and cultural activities, as well as seminars for English language students on study skills, CV writing and interview skills. A cultural exchange program is also offered at Westmead for English language students, providing students with the opportunity to practise their English skills.

The English Language Surveys show that the high levels of customer service achieved in the previous year are being maintained.

Staffing

In line with the wider **UWS**College strategy for growth, the College Registrar unit was focused on ensuring that all systems and processes are scalable so that, with the expected increase in student numbers and multicampus delivery, high levels of customer service are maintained.

A focus on succession planning and career development provided exciting opportunities for staff within the College Registrar unit. In 2012, three staff were internally promoted and two new staff members joined the team.

In 2012, three staff participated in the **UWS**College Mentoring Program, with the College Registrar as a mentor and two of the senior managers as mentees. The third senior manager will participate as a mentee in early 2013. The two most recently appointed senior managers also participated in the UWS Leadership Development Program designed for new managers.

In 2012, a number of staff attended conferences, including the ISANA International Education Association, ESOS Conference, the UWS Professional Staff Conference and the Tertiary Education Management Conference (TEMC). In addition, the Senior Manager, Finance and Infrastructure and the College Registrar made a joint presentation on the College model outlining the first year student experience at the UWS Professional Staff Conference and TEMC.

Systems and processes

In Term 1, 2012, Academic Pathway Programs students were enrolled at both the Nirimba and Westmead campuses for the first time. This allowed the College Registrar unit to test its ability to provide multicampus services. The improvement in admission and enrolment processes cited above suggest that the majority of current processes are robust enough for multicampus delivery.

In June 2012, **UWSC**College participated in the UWS independent external ESOS audit. The **UWSC**College Compliance Manager and the Nirimba Student Adviser participated in staff interviews. The final audit report was submitted to TEQSA and UWS advising that **UWSC**College was deemed to be compliant in all areas.

During 2012, two staff from the **UWSC**College Registrar unit participated in a benchmarking project with the Academic Pathway Programs unit and the University of Wollongong, which focused on the student experience. This partnership is continuing in 2013.

2013 OBJECTIVES

Key objectives for the College Registrar unit in 2013 include:

- » implementation of the Syllabus Plus Timetabling system for **UWSC**College
- » continuation of benchmarking activities with the University of Wollongong and extension of benchmarking activities to include additional partners
- » continuation of staff development with a focus on leadership and mentoring
- » continuing to review and update policies and procedures in line with UWS policy and procedures where appropriate
- » formation of a **UWSC**College Student Experience Committee, chaired by the College Registrar
- » a focus on improving the student experience in respect of students transitioning to UWS
- » contribution to the student experience by providing additional services such as counselling including the appointment of a full-time Counsellor
- » continuing to develop and maintain stakeholder networks with an emphasis on joint projects with UWS, and
- » continuing to support the College's decision-making process with the provision of data analyses services via the Student Reporting Framework.

Ms Susan Channells
College Registrar



College Registrar unit

Ms Susan Channells (College Registrar)

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