**UWSCollege**

**Overview**

**UWSCollege is a not-for-profit company wholly owned by the University of Western Sydney. It was established by the University in 2006 from two existing entities: SWIC and LinkWest. Its strategic purpose is to provide English and Academic Pathways programs to the University, complemented by other professional and community programs, consistent with UWS imperatives.**

**Structure**

UWSCollege is structured into four key areas:

- **Academic Pathways** which provides Foundation Studies and a variety of Diploma programs for students proceeding to an academic degree at the University of Western Sydney.
- **English Programs** which enable international students to gain the academic English skills essential for University entrance. This unit also provides a diversity of programs for international groups including industry visits and cultural immersion, as well as IELTS and other English language assessment tests.
- **Professional and Community Programs** which delivers VET sector courses; acts as the College Registered Training Organisation (RTO); offers an ever expanding program of short and continuing education courses; and delivers the Adult Migrant English Program (AMEP). The AMEP courses assist recent migrants and humanitarian entrants to Australia to develop basic English skills preparatory to employment and further education and training.
- **Corporate and Business Services**, including Organisational Development which provides the planning, operational support and infrastructure to enable the efficient and effective delivery of our teaching and learning services.

At the end of 2007 the College was restructured and a new Board appointed. In 2008 new business planning processes were implemented and significant numbers of local students were admitted to the academic pathways programs for the first time. This reflected the change in the overall strategic direction of the College which was designed to strengthen the relationship with the University; improve internal efficiencies; and develop capacity and capability for business growth in all areas. This has resulted in the College moving from annual revenues of $10 million in 2007 to projected revenues of $24 million in 2010 and an overall increase in student numbers of approximately 140%.

**Governance**

The College is governed by a Board of Directors comprised of five University senior employees and two external representatives. The Board is chaired by Professor John...
Ingleson, Deputy Vice-Chancellor (International and Development) of the University of Western Sydney and Dr Kerry Hudson is the CEO and executive member of the Board. The Board has oversight of the Academic Advisory Committee and the English and Professional and Community Programs Academic Advisory Committee. It is also proposed to establish an Audit Committee of the Board in 2010.

**Location**

Like its parent institution, UWSCollege operates across a number of campuses in Greater Western Sydney. English programs are offered from the UWS Westmead campus, RTO programs are also offered at Westmead. Foundation Studies and Diploma Programs are available on the Nirimba Education Precinct at Quakers Hill, and Migrant English is available at Liverpool and Campbelltown. The College is planning to provide additional academic support services on other UWS Campuses from the latter half of 2010.

**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: small class sizes; additional study support - both online and face-to-face; academic skills development; and flexible 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 limited 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 making an overall financial contribution to the University in excess of A$13.5 million.

As at January 2010, the College had 115 full-time and part-time staff and projected annual revenues of $24 million.
UWSCollege entered 2010 with an enlarged Board and a focus on business consolidation and growth. The Board is chaired by the Deputy Vice-Chancellor (International and Development), Professor John Ingleson. Other senior University Directors include: Deputy Vice-Chancellor (Corporate Strategy and Services), Ms Rhonda Hawkins; Pro Vice-Chancellor Teaching and Learning, Professor Stuart Campbell; Associate Dean, College of Business, Professor Stephen Teo; Acting Dean College of Arts, Professor Nancy Wright; and the Registrar, Ms Thea Seabrook, serves as an alternate non-executive Director. External Directors include author, consultant and Member of the Refugee Tribunal, Ms Mara Moustafine; and alumnus, Ms Xenia Delaney, a partner with Deloittes. Dr Kerry Hudson acts as the College Company Secretary.

**Highlights of 2009**

**Improved Financial Performance**

Since the initiatives introduced in 2008, UWSCollege has considerably improved its financial performance. It is now an efficient entity of the University providing high quality pathways and other programs, making a growing annual surplus and donating part of that to the University. During 2009, UWSCollege donated a total of $1,080,000 to the University towards scholarships and related activities, as well as awarding several scholarships to students proceeding from AMEP to Academic English preparation, and pathways students proceeding to UWS.

Accumulated reserves retained by UWSCollege are used for any capital expenditure essential for further business growth and expansion.

**Focus on Quality Assurance**

Academic governance of the College is administered through its two Academic Advisory Committees - one for UWS award programs; and one covering the NEAS and VET sectors. Each committee has appropriate UWS membership with formal reporting through to the Academic Senate, as well as the Board. This ensures the academic quality equivalence and consistency of all educational programs offered by the College.

In 2009, the College established a Quality Assurance Committee with representation from each business unit. The brief of the Committee is to work with all staff in the
development and implementation of a comprehensive quality management framework for the College in preparation for the next Australian Universities Quality Audit (AUQA) cycle, but more importantly, in support of the development of a culture of continuous improvement. An important element of the framework will be the identification of, and collaboration with, appropriate benchmarking partners.

New Business Initiatives

The last 12 months has seen an increased capacity and capability across all three program areas. English staff delivered the new IELTS Testing Centre and have commenced the development of a new curriculum focused on native Arabic speakers. Pathways staff commenced offering an additional three diplomas from 2010: Health Science, Social Science and Construction Management. UWSCollege students are now able to access a Diploma program which articulates to each of the three Colleges at UWS, and most discipline areas.

Professional and Community Programs became an approved government supplier of training programs in the property area; introduced the postgraduate TESOL program at the Westmead campus (Teaching English to Speakers of Other Languages); and commenced planning for a community focused continuing education program across all UWS campuses.

Professional Development

Staff professional development continues to be a priority for the Board and CEO. In 2009 ten staff members completed the Certificate IV in Training and Assessment offered by the College RTO. This will enable them to participate in course offerings from the Professional and Community Programs unit in their particular areas of expertise. An additional fourteen staff were assisted to complete postgraduate studies in TESOL.

A formal professional development schedule has been developed for 2010 which reflects the outcomes of the 2009 staff skills audit and survey.

2010 Objectives

Key objectives for the Board in 2010 include:

- ensuring the College has sufficiently robust systems and processes for viable business growth;
- securing of the AMEP tender or the development of an alternate program offering if unsuccessful;
- further development of relationships with TAFE and the broader VET sector generally in support of the Bradley review recommendations;
- successful delivery of the mooted integrated VET/Higher Education award program in retail management as a prelude to other industry options; and
- provision of appropriate levels of investment in business development and capital expenditure to secure, sustain and grow the organisation.
A core component of UWSCollege activities is the provision of academic pathway programs that prepare Australian and international students for further academic study at the University of Western Sydney. These pathway programs are offered on the College campus within the Nirimba Education Precinct at Quakers Hill in Sydney’s western suburbs. 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.

Students undertake UWSCollege pathways programs to give them a solid foundation prior to their studies at UWS and to attempt to compensate for any shortcomings in their educational background. 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.

### Highlights of 2009

**Settling in to the Nirimba Education Precinct**

Continued refurbishment of facilities has occurred at Nirimba as our student body and staff numbers have grown since initial relocation in 2008. Building U8 has been refurbished in order to provide a UWSCollege student space where students are able to carry out group projects in quiet planning rooms, work individually, and access cooking and recreational facilities. Teaching has not been forgotten either with the Science space (Building U22) undergoing significant renovation including the development of two new laboratories.

**The Successful Introduction of New Diplomas in 2009**

The Diplomas in Engineering and Science were offered to both international and local students for the first time in 2009. Both of these are very challenging courses requiring specific strengths in Mathematics and key sciences such as Physics and Chemistry.

Both courses required the development of new teaching resources, the recruitment of significant numbers of new staff, and class monitoring of student progress and achievement.
The Successful Development of New Diplomas in 2009 for Introduction in 2010

Three new Diplomas were introduced in 2010. Significant discussion within the College and with the parent entity has resulted in courses which will provide opportunities for students in the areas of Health Science and Construction, and for Arts/Humanities students, in the Diploma in Social Sciences. Further review of the courses will occur as part of the quality assurance processes as the year progresses.

College Programs an Integral Part of UWS

During 2009 the College student administrative systems were progressively enhanced. The development of Service Level Agreements with the University and the signing of an Academic MOU has clarified and given certainty to the College’s role in relation to its parent organisation. The cementing of the role of the Academic Advisory Committee has also facilitated closer liaison with University academic and administrative staff at all levels and ensured high levels of quality assurance in teaching and learning.

2010 Objectives

Key objectives for 2010 include:

- the successful implementation of the new diploma programs in Health, Social Sciences and Construction Management; and examination of the viability of new programs within the broader humanities area;
- deepening of the learning support options required in the program with the trialling of online learning support through Yourtutor and through the development of a student learning centre;
- enabling part-time and flexible study options (subject to demand);
- further roll out of technology enabled learning;
- exploration of additional opportunities for collaboration in a variety of areas with TAFE and other Nirimba Education Precinct partners; and
- implementation of the Quality Management Framework in all areas.
UWSCollege has a well-balanced reputation as a quality provider of English language programs for international students wishing to proceed to further academic study. Course offerings include General English; English for Academic Purposes; 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 our purpose built IELTS Test Centre on campus.

**Highlights of 2009**

**Increased Pathway Students for UWS**

The year 2009 saw the greatest number of English students in the College’s history and this translated into more students taking pathway options to UWS. International students studying at UWSCollege are increasingly doing so with package offers to UWS. Of the 530 students who completed the EAP3 (English for Academic Purposes); Advanced Reading; Writing/Listening; and Speaking direct entry programs to UWS in 2009, 87.5% (464) continued on to study at UWS in undergraduate and postgraduate degree courses, 6.25% (33) entered the UWSCollege Academic Program which also leads on to UWS, and 6.25% (33) were studying English only.

Another 81 students finished EAP2 and continued onto the UWSCollege Academic Foundation Studies program and then on to the University.

**Increase in Student Numbers**

During the last 12 months there has again been an increase in student numbers of close to 30% which is due to both the increase in package offers through to University, and to the increase in international student numbers in the ELICOS industry in Australia. Currently our main source countries for English programs are Saudi Arabia, China and Vietnam.

**IELTS Test Centre**

In 2009, the UWSCollege IELTS Test Centre was opened on the Westmead campus. This had maximum test numbers of 340 after one month of operation and continues to be booked out two months ahead. The Administrator and staff have overseen the implementation and operation of the centre with efficiency and professionalism, particularly given this was a new initiative for the College and English staff.
Student Support Staff
The English Program has had a greater focus on intervention strategies for international students in 2009. This is an important part of the new requirements under the 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 includes the following:

- Employment of a permanent ESL teacher with specialist literacy skills.
- Employment of two Arabic speaking teachers who teach mainly on the lower levels.
- Special afternoon classes - “Writing Skills for Arabic Students”, “Grammar - Beginners and Advanced Levels”, “Pronunciation” and “Listening Skills”.
- Introduction of one-on-one tutoring withdrawal sessions for students at risk.
- Trial of a special Arabic only introductory course of three weeks for all new low level Arabic males. This is being taught by a very competent male teacher and the male Arabic speaking teacher. It is being monitored to assess its success.
- Implementation of formal strategic intervention reporting for students at risk.

Study Tours
Interest is still strong for study tours, but the take up in 2009 saw a reduction in the number of groups primarily due to economic reasons. The long-term groups such as the two Qantas training groups from Japan continue to access their programs, as well as our other long-term partners in Korea and Japan.

2010 Objectives
An important focus of 2010 will be an increase in English language capacity and capability. Key objectives include:

- the five yearly NEAS reaccreditation of the English Program;
- preliminary investigation of strategies to deliver supplemental English/literacy programs UWS-wide;
- extension of the Study Tour program to include additional targeted countries, disciplines and industry areas;
- consolidation of the IELTS Test Centre to maximum capacity;
- development of an English curriculum specifically directed at native Arabic speakers for delivery offshore prior to undertaking tertiary study in Australia; and
- implementation of the College Quality Management Framework across all English programs.
UWSCollege provides more opportunities to migrants through AMEP scholarship awards. These scholarships enable UWSC to offer the opportunity of tertiary education to people who traditionally thought was out of their reach. “AMEP at UWSCollege is fantastic. The teachers are dedicated, encouraging and very friendly.” Aefan Abdulamam

Students from GEOS International College were welcomed to UWSCollege
“I am very lucky to be able to study at UWSCollege” Janet Yolanda Ruiz
UWSCollege celebrates the opening of the new Indigenous Student Centre. ‘Ngaramada’ means a place of learning, a place where the Indigenous students studying at UWSCollege can come together to support and enhance each others learning. The Indigenous Student Centre aspires to be a place that brings equity of access and inclusiveness as well as a place of excellence and quality in education for all the Indigenous Australians.” Jeffrey Dunn Indigenous Project Officer
Professional and Community Programs aims to provide flexible learning options for professionals, businesses and individuals requiring professional development or qualifications related to the Vocational Education and Training (VET) sector.

It is responsible for the delivery of VET courses through the College’s Registered Training Organisation (RTO) and specialises in the provision of property and financial certificate and diploma courses. Professional and Community Programs is also responsible for the governance and VET administration of the Adult Migrant English Programs (AMEP).

AMEP provides English language programs for migrants and humanitarian entrants to Australia at premises in Liverpool and Campbelltown in Western Sydney. The program is part of a federally-funded project which continues under present conditions until the end of 2010. The AMEP programs develop skills in listening, speaking, reading and writing and are offered as regular group sessions, complemented by individual work in a language laboratory type setting.

Highlights of 2009

Relocation and Restructure of Professional and Community Programs

In mid 2009 the operations of both the Professional and Community Programs and the Registered Training Organisation (RTO) were moved from Nirimba to Westmead. After a review of the services, a proposal to restructure the business unit was approved by the Board in November. The new structure reflected the streamlining of the responsibility for compliance with the Business Development and Relationships Manager, and the inclusion of a Continuing Education Programs Manager and two administrative staff, with a brief to develop new programs consistent with UWS and the College strategy.

Success in Securing Government Funded Programs

The downturn in the property market in 2009 had a significant impact on Property Course participant numbers due to a reduction in demand for industry training. A decision to apply for Government funded Productivity Place Programs (PPP) was successful. As well as achieving guaranteed funding for Business Broking courses, it also enabled UWSCollege to...
achieve status as a government-approved provider. UWSCollege also entered into an agreement with AMES to deliver the government funded Skillmax course to migrant professionals with appropriate English proficiency who are seeking employment.

**Pilot Program Linking VETAB Programs with University Degree Programs**

UWSCollege, in conjunction with the UWSCollege of Business and Commerce Service Skills Australia (SSA), began development of a pilot program linking VETAB programs (Certificate III and IV) and University degree programs (Bachelor in Business and Commerce) with apprenticeships in the retail industry. This pilot program has funding from DEEWR and is in direct response to initiatives in the Bradley report. Initial student intake is scheduled for mid-2010.

**UWS Graduate Certificate and Graduate Diploma in TESOL**

In mid 2009 UWS College of Arts gave UWSCollege approval to administer the UWS Graduate Certificate in TESOL and Graduate Diploma in TESOL at Westmead. All 16 participants in the first cohort (Spring 2009) achieved pass or better grades, and 11 participants are continuing into the Graduate Diploma.

**Harmony Day**

Harmony Day celebrates the cohesive and inclusive nature of our nation and promotes the benefits of cultural diversity with the key message “Everyone Belongs”. The event in March 2009 was celebrated with a “Big Morning Tea” at both the Liverpool and Campbelltown AMEP centres by UWSCollege staff, students and their extended families, and endorsed with attendance by community leaders. The publication of the 8th edition of the Harmony Day Magazine showcased stories and artwork of the AMEP students and highlighted the diversity of experience of the new arrivals.

**Community Activities**

The importance of engagement with the community was evidenced in 2009 by UWSCollege’s involvement with a number of community based events. AMEP staff and students were involved in an Employment Expo in conjunction with Liverpool City Council; and the Liverpool Migrant Resource Centre which involved presentations from Centrelink, Job Networks and Language, Literacy and Numeracy Providers (LLNP).

AMEP staff facilitated student and community involvement in Refugee Week with a stall in Liverpool Mall; Health Week with presentations from a number of providers including Liverpool Refugee Health, STARTTS (Service for Treatment and Rehabilitation of Torture and Trauma Survivors) and Women’s Health; and celebrated the end of the year with an Open Day at the Hilda Davis Community Centre with performances from staff and students, as well as coordinated representation at information booths from other supporting community and interagency organisations and service providers.
2010 Objectives

Key objectives for 2010 include:

- consolidation of the VET student management system and full integration of all VET operating systems within the UWSCollege and UWS frameworks;
- expansion of the scope of activities and sources of funding for identified industry and professional groups;
- submission of the AMEP tender and successful transition planning on notification of the result;
- development of the combined Bachelor in Business and Commerce (Retail) with Certificate III (Retail) and IV (Retail Management) and the implementation of the pilot project in conjunction with Service Skills Australia and the UWSCollege of Business and Commerce;
- planning for and implementation of a suite of professional and community courses including a new HSC preparatory series for students in Greater Western Sydney; and
- implementation of the Quality Management Framework across the RTO and AMEP Programs.

UWSCollege Scholarship Awards 2009/10

- Ngaramada Indigenous Foundation Studies Scholarships
- UWSCollege Alumni Scholarships: Progression to UWS Program
- UWSCollege Global Higher Achiever Scholarship: Samaj Program
- UWSCollege Migrant English Scholarship Program
The Organisational Development team is responsible for providing a healthy, positive work environment by developing and sustaining a workplace culture conducive to continuous improvement and optimising teaching and learning for both staff and students. The team is responsible for human resources, professional development, OH&S, industrial relations, technology-enabled learning, and support to the implementation of the Quality Management Framework through co-ordination of the College Quality Committee.

**Highlights of 2009**

**Professional Development**

In 2009 the College provided teaching staff with the opportunity to further develop and enhance their teaching skills by completing the Certificate IV in Training and Assessment and also the Graduate Certificate in TESOL. Similar programs are scheduled for delivery in 2010.

In late 2009 the first staff survey was conducted under the UWSCollege banner. This survey assessed the level of staff satisfaction with the various services provided to the College. The feedback from the survey has been incorporated into the College Business Planning Framework for 2010. As part of the commitment to continuous improvement, the staff survey will be conducted on an annual basis and will play a key role in identifying the KPIs for the Organisational Development unit and the broader College.

**Technology Enabled Learning (TEL)**

A purpose built TEL Laboratory was set up in 2009 for staff training and to explore the pedagogical aspects of emerging technology. Comprehensive training was developed to give staff confidence in using the new technology. The focus in 2010 will be to continue this training and to explore innovative ways to engage students with relevant and current technologies in delivering educational programs. The TEL department also investigated and developed templates and procedures to standardise the content provided to students, including Unit Outlines, Learner Guides, Student Workbooks and Handouts. This will form the foundation of a College-wide content management system over the next three years.

**Planning**

The last 12 months has seen a significant change in the staffing profile. This change in profile was due in part to the organic growth of the College over the past 12 months, but also reflects the deliberate strategy to reduce casualisation rates, maintain sufficient capacity and growth, and develop a viable succession planning strategy.

All management and general staff participated in a formal performance management process in 2009. Based on performance assessment, staff and managers completed development plans to meet agreed development needs (and business priorities) in the coming year. In 2010 a performance management tool will be implemented for all teaching staff across the College.
### Statement of Financial Position as at 31 December 2009

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<tr>
<th></th>
<th>2009</th>
<th>2008</th>
<th>2007</th>
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</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
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<td>Current Assets</td>
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<td>Non-Current Assets</td>
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<tr>
<td>Property, plant and equipment</td>
<td>624,888</td>
<td>285,479</td>
<td>110,559</td>
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<tr>
<td><strong>TOTAL NON-CURRENT ASSETS</strong></td>
<td><strong>624,888</strong></td>
<td><strong>285,479</strong></td>
<td><strong>110,559</strong></td>
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<td>Current Liabilities</td>
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<td><strong>2,510,612</strong></td>
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<td>Retained surplus</td>
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<td>2,510,612</td>
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<td><strong>TOTAL EQUITY</strong></td>
<td><strong>4,711,637</strong></td>
<td><strong>3,499,669</strong></td>
<td><strong>2,510,612</strong></td>
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## Statement of Comprehensive Income

for the year ended 31 December 2009

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<th></th>
<th>2009</th>
<th>2008</th>
<th>2007</th>
</tr>
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<tr>
<td><strong>Revenue from continuing operations</strong></td>
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<td></td>
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<tr>
<td>Student Fees and charges</td>
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<td>11,921,876</td>
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<td>Investment revenue</td>
<td>257,038</td>
<td>435,301</td>
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<td>Consultancy and contracts</td>
<td>1,818</td>
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<td>–</td>
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<td><strong>Total revenue and income from continuing operations</strong></td>
<td>18,441,054</td>
<td>12,591,615</td>
<td>10,052,565</td>
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</tbody>
</table>

| **Expenses from continuing operations** |        |        |        |
| Employee related expenses | 9,832,882 | 7,376,982 | 5,912,058 |
| Depreciation and amortisation | 168,234 | 74,173 | 99,203 |
| Repairs and maintenance | 37,136 | 22,798 | 11,598 |
| Losses on disposal of assets | 10,017 | 5,546 | 11,986 |
| Other expenses | 7,180,817 | 3,894,209 | 4,445,184 |
| **Total expenses from continuing operations** | 17,229,086 | 11,373,708 | 10,480,029 |

| **Operating result before income tax** | 1,211,968 | 1,217,907 | (427,464) |
| **Operating result from continuing operations** | 1,211,968 | 1,217,907 | (427,464) |
| **Total comprehensive income for the year** | 1,211,968 | 1,217,907 | (427,464) |
The Business Services group of the College encompasses Finance, IT, Facilities Management, Marketing, and Student Services, which provide support to all business units within the College. The group is also responsible for reporting, project management of major College-wide projects, and liaison with the parent entity, UWS, in relation to operational priorities.

The Business Services team is located primarily at Nirimba, but provides services across all the College campuses.

Highlights of 2009

Relocation to Nirimba

The focus of the business services team in 2009 was the establishment of the Nirimba campus of the College and the delivery of process improvements, particularly within the Student Services area. The Group also played a key role in supporting new business initiatives including the new IELTS Testing Centre at Westmead, and new programs within Professional and Community Programs. Relationships with key University service providers were also strengthened through the development of Service Level Agreements within the overall framework of the UWS/UWSCollege Memorandum of Understanding.

Systems Integration

The relocation of Academic Pathways and Corporate Services to Nirimba was the catalyst for moving the major part of the College onto the University's IT network, which was in accordance with the College’s IT Strategy developed in 2008. Another major achievement for the College, was to successfully migrate all English Programs on to Callista, ensuring that two thirds of the College’s students were on a common student administrative system. A further systems implementation was delivered late in the year, with the introduction of the Productivity Placement Program onto a VETAB compliant student administrative program.

Management Reporting

Management Reporting was further strengthened in 2009, with monthly Business Unit Reports firmly established, which monitored achievements against operational plans and KPIs and identified areas of risk. Reporting on staff and students were also developed and implemented. With the implementation of Callista for English Programs, it is envisaged that this will provide improved reporting particularly in relation to longitudinal studies of students and
their academic progression. The need for further enhancements to management reporting have been identified and will be a priority for 2010.

Organisational Capability and Infrastructure

The College successfully completed its $300k refurbishment of Westmead Campus in mid 2009. Also located at Westmead, the new IELTS Testing Centre was delivered on time and within budget and was successfully launched by September. The 1400sqm Testing Centre is the largest purpose built IELTS Centre in Sydney with a capacity of 340 testing places.

At Nirimba, the College continued its Campus redevelopment project with the following subprojects, funded by the DEEWR Diversity and Structural Adjustment fund and College reserves:

- Library - a $600k refurbishment project which addressed sound and space utilisation issues
- U8 Multipurpose Building - $800k project which will house the College's Student Centre, student amenities, and teaching spaces
- U22 Science Building - $500k project, adding two new Science labs to the existing main lab, and introducing student IT facilities into the building

The strategic intent for these projects is to develop Nirimba into a first year and pathways students only campus, unique in Australia.

Diversity and Structural Adjustment Grant Funding

$1.84m of the total $5.7m Diversity and Structural Adjustment Grant received in 2008 was expected in 2009, with significant milestones reached particularly in the redevelopment of the campus, including the development of science and engineering labs, the library, and general teaching spaces to support new program offerings. These projects will be completed in early 2010.

2010 Objectives

Key objectives of the group in 2010 include:

- development of a new UWSCollege Website and related intranet;
- implementation of a Student ID card system for students in Academic Pathways, English Programs and Professional and Community Programs;
- migration of the Professional and Community Programs to a new student administrative system;
- completion of building projects under the DSA grant;
- improved management reporting;
- implementation of the Quality Management Framework within the group and regular monitoring and reporting;
- replacement of the microwave link at Westmead, enabling migration onto the UWS IT platform; and
- development and implementation of an environmental strategy, coordinating with UWS energy saving initiatives.
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