



**2017 Mission Based Compact
Between the Commonwealth of Australia and University of Wollongong**

PURPOSE

This compact is an agreement between the Commonwealth and the University. Entering into a compact is one of the quality and accountability requirements which a higher education provider must meet under the *Higher Education Support Act 2003* (HESA) as a condition of receiving a grant. Specifically, subsection 19-110(1) of HESA requires Table A and Table B providers must, in respect of each year for which a grant is paid to the provider under HESA, enter into a mission based compact with the Commonwealth for a period which includes that year.

MISSION

The Compact period offers major opportunities to:

- Continue the drive to build an outstanding research environment, a strong graduate school and clear incentives to drive research focus and productivity;
- Complete the transformation of our curriculum linked to student demand, graduate outcomes and use of new technology;
- Invest in our people to collaborate internally and externally to achieve great things;
- Enhance our campuses, and align our facilities to the changes in centres of population, the demand driven system and emerging research priorities;
- Leverage our reputation as a global multi-campus university by growing our off-shore international program and portfolio;
- Work with our partners to create greater levels of innovation and impact, and contribute to the creation of new enterprises;
- Engage with our alumni to build a network for life;
- Maintain an efficient and productive university focussed on adaptability and financial sustainability; and
- Aspire to make UOW a destination university and Wollongong a university city

As we pursue our Mission, the UOW will encourage:

- Intellectual openness, collegiality and connectivity;
- Empowerment, flexibility and cultural diversity;
- Mutual respect and the promotion of equity and social justice;
- Working towards reconciliation and the success of our Aboriginal and Torres Strait Islander communities;
- Recognition and celebration of initiative and enterprise, and agility in decision-making;
- Staff and students who are recognised and appreciated for their contributions; and
- A workforce with strong performance expectations.

INNOVATION

UOW Objective: Value the role of higher education in society as a leader in Innovation.

Our goal is to create an environment where our students, staff and stakeholders can explore new ideas and technologies, and their uptake and impact on social and economic wellbeing. Universities will be key actors in the national innovation system and critical in regions experiencing economic transition. The step change needed for Australia to maintain its economic competitiveness will require higher education to play a key role in the knowledge-based economy.

UOW will:

- Grow our innovation ecosystem where staff, students and community have opportunities to start and build or work in industries for regional development.
- Seek to create and contribute to the uptake of disruptive technologies that have the potential to deliver major positive impact to our economy.
- Continue to offer our commercialisation partners easy access to our intellectual property to ensure our research outcomes reach end use and create impact.
- Embrace opportunities to enhance and differentiate our investments and contributions through identifying viable new student markets, exploring exciting course offerings, following emergent research paths and building on our existing strengths.

iAccelerate

UOW's first business incubator, iAccelerate will encourage research translation and commercialisation, including collaboration and engagement with industry. iAccelerate is a UOW initiative designed to support students, staff and the greater Illawarra Community to build an innovation ecosystem. iAccelerate, based on the lean start-up model, is designed to support entrepreneurs who use technology as an enabler for a scalable service or product that can be globalised. It consists of multi-faceted business acceleration programs to help grow the skills of entrepreneurs, create commercially sustainable businesses within a purpose-designed space to enhance innovation in the Illawarra region.

TEACHING AND LEARNING

UOW Objective: Provide an exceptional learning and student experience.

Our goal is to deliver student-centred, intellectually challenging, programs to the highest standard in technology-rich and immersive environments, and develop students for their roles in society and a global workplace. UOW will:

- Transform what we teach, how we teach and how we assess learning to maximise student success, positive personal and employment outcomes—promoting curiosity, agility and mutual respect.
- Modernise our academic course offer to ensure it is attractive, efficient and that every student has realworld, inquiry-led, technology-enriched, intellectually challenging and globally connected learning opportunities.
- Enable every student to reach their potential by providing personalised support for transitioning into their studies, through university and into the external world.
- Make sure that learning within or outside of the formal curricula, in the classroom or digitally, is invigorated through engaged staff, supportive learning communities and innovative learning environments.
- Diversify the source and mix of all student enrolments to drive growth and sustainability at all UOW teaching locations.
- Ensure that academic quality, standards and academic integrity are embedded in what we do as an ethos of continual enhancement through fit-for-purpose policies and efficient practices and processes.
- Understand and capitalise on the changing demands of our society arising from the expectations of those employing our graduates and from the dividends arising from trends in demography and ageing.

As part of this objective, UOW is undertaking the Curriculum Transformation Project (CTP), an ambitious four-year plan to build on and enhance UOW's national and international reputation for top quality teaching and learning. The CTP

embraces four key themes that define the future UOW curriculum and drive a student learning experience that is:

- **Technologically enriched:** The curriculum maximises the use of technology in its delivery and content, and prepares graduates to be digitally literate and technologically-engaged professionals. It looks at both key classroom practices as well as the administrative systems that are needed to ensure high quality, flexible, student-centred learning.
- **Intellectually challenging:** We challenge UOW students to think broadly and critically within and outside their disciplines. Learning activities and flexible curriculum structures empower students to be adventurous in their learning.
- **Research/inquiry based:** We aim to induct students into a set of processes that include empirical, interdisciplinary, practice-based and creative research activity, to develop connections between learning, academic research, critical inquiry and problem-solving.
- **Real-world focused:** We engage students with key skills that model real-world practice, to bring the world into the classroom and take students out into the community or profession.

UOW is already recognised nationally and internationally as a leader in teaching and learning innovation and student experience. Wollongong was ranked second in Australia in 2014 in terms of the number of national teaching citations awarded to its staff, with the University of Melbourne beating UOW by just one citation for first place. By the end of 2018, all coursework programs will be reviewed and transformed to ensure they incorporate the themes, principles and transformative practices of the UOW Curriculum Model.

RESEARCH AND RESEARCH TRAINING

UOW Objective: Address regional, national and international needs through our research priorities.

Our goal is to align our outstanding academic community and graduates with national research priorities, opportunities arising from our global relationships and initiatives supported by governments and industry. UOW will:

- Produce high-quality, accessible research organised in strong groups of highly cited and highly esteemed researchers who increase the University's visibility in educational programs as well as research.
- Recruit, support and reward high-quality HDR students and align them to research strengths through UOW's Graduate Research School; and development them to ensure their successful careers in academia, government and industry.
- Build on our leadership in transdisciplinary research through further collaboration in research and education to explore and tackle large scale global social, environmental and economic challenges.
- Anticipate the nature of new and emergent industries and future jobs and adapt our portfolio of offerings and research capacity to best contribute to the needs of our communities.
- Create pathways for our research and scholarship to have beneficial impacts on the broader community by establishing more partnerships, collaborations and interactions with industry, government and community organisations, locally and globally.
- Enable our graduates to be career-ready, contributing to a world that is ever changing and to work in complex teams that cross disciplinary and research boundaries.
- Work collaboratively with networks of global partners across a broad spectrum of UOW's activities to enhance our research and online course provision.

The UOW Graduate Research School is dedicated to providing professional and efficient service to students and staff on all Higher Degree Research (HDR) candidature matters, including orientation, enrolment and re-enrolment, leave, HDR student conference, supervision, progress reports, scholarships, thesis submission and examination and information workshops for students and staff.

The UOW Innovation and Commercial Research team (ICR) has strong ties with business, industry, community organisations, not for profit organisations and government agencies through our commercial research activities. The team has cutting edge specialist knowledge within a multidisciplinary research environment, and focus on providing outcomes

to real problems, and manages and negotiates the legal, commercial and financial arrangements of contracts.

ICR is also the first port of call for anyone interested in engaging the UOW to undertake research. They can identify individual researchers who can meet your needs and we can put together teams of researchers in different disciplines to deal with more complex problems.

EQUITY

UOW believes in promoting a safe and supportive workplace where our distinctive values of collaboration, teamwork, equity, diversity and inclusive practices thrive.

Fairness and Equity

The Higher Education Participation and Partnerships Program (HEPPP) has allowed UOW to focus on work in our regional catchments and increase the participation, retention and success rates for low SES students at tertiary level.

UOW's Outreach and Pathways unit has developed a number of programs to meet the goals of the Federal Government's HEPPP initiative. These programs are committed to raising the educational aspirations and academic capacity of students from a range of backgrounds, particularly those groups currently underrepresented in higher education in our local UOW communities.

In 2015, the UOW In2Uni program engaged with 10,183 primary and high school students, and 136 In2Uni Mentors provided tutoring and mentoring to schools students and first year university students. The University Preparation Program saw 337 students from 29 high schools engage in a 20-week course that involved specialist study sessions tailored to their HSC subjects. The program was delivered on-campus by In2Uni mentors, and of the 337 students, 219 received UOW early admission offers.

UOW also works closely with AIME (Australian Indigenous Mentoring Experience). HEPPP has allowed us to increase our commitment to this program and as a result UOW has the largest program in Australia, again aided by the positioning of our regional campuses in areas with high numbers of Indigenous people. The UOW Shoalhaven campus has approximately 5% Aboriginal or Torres Strait Islander Students and our Batemans Bay campus 3.5%.

The UOW Indigenous Employment Strategy Framework 2013-18 is a commitment by UOW to work towards the social justice of Indigenous people. It will provide a framework for the University community to generate and establish successful work opportunities and employment outcomes for Indigenous people. All work units and faculties will demonstrate their commitment to this strategy through identified actions in their annual business plans. Our commitment will be reflected through the following desired outcomes:

- Increased employment of Aboriginal and Torres Strait Islander people;
- A University wide representation of Indigenous employment building up to 3%;
- Indigenous employment is represented across all levels of general and academic staff;
- A demonstrated engagement with Aboriginal and Torres Strait Islander communities; and
- UOW is recognised locally and nationally as a workplace of choice for Aboriginal and Torres Strait Islander people.

Diversity

UOW's student population is diverse, consisting of 143 nationalities. We have nurtured a welcoming multi-ethnic community that helps students from all backgrounds settle into the Australian lifestyle and strengthen their university experience.

We have adopted programs such as the Peer Assisted Study Sessions to build mentoring connections between our students so they can share success. Nearly 20 per cent of domestic undergraduates are from low social-economic backgrounds, and nearly 30 per cent from regional and remote areas. The Outreach Pathways Unit, including the In2Uni programs, works to increase the participation, retention and success rates for low socio-economic status students at tertiary level.

UOW has also received an outstanding review in Australia's first lesbian, gay, bisexual, transgender and intersex university guide, with the review finding that UOW's Ally network, in particular, contributed to an LGBTI-friendly environment.

SIGNED for and on behalf of

THE COMMONWEALTH OF AUSTRALIA

by

Dom English
Full name (please print)

Group Manager
Position

of the Department of Education and Training as
delegate of the Minister for Education and
Training.

Dom English
Signature

14/12/2017
Date

In the presence of:

Cate Hutchinson
Witness (please print)

Policy Officer
Position or profession of witness (please print)

C Hutchinson
Signature

SIGNED for and on behalf of

UNIVERSITY OF WOLLONGONG

PROFESSOR PAUL WELLINGS
Full name (please print)

Vice Chancellor

Paul Wellings
Signature

In the presence of:

DEBORAH ARNOLD
Witness (please print)

Justice Peace 156411
Position or profession of witness (please print)

Deborah Arnold
Signature