



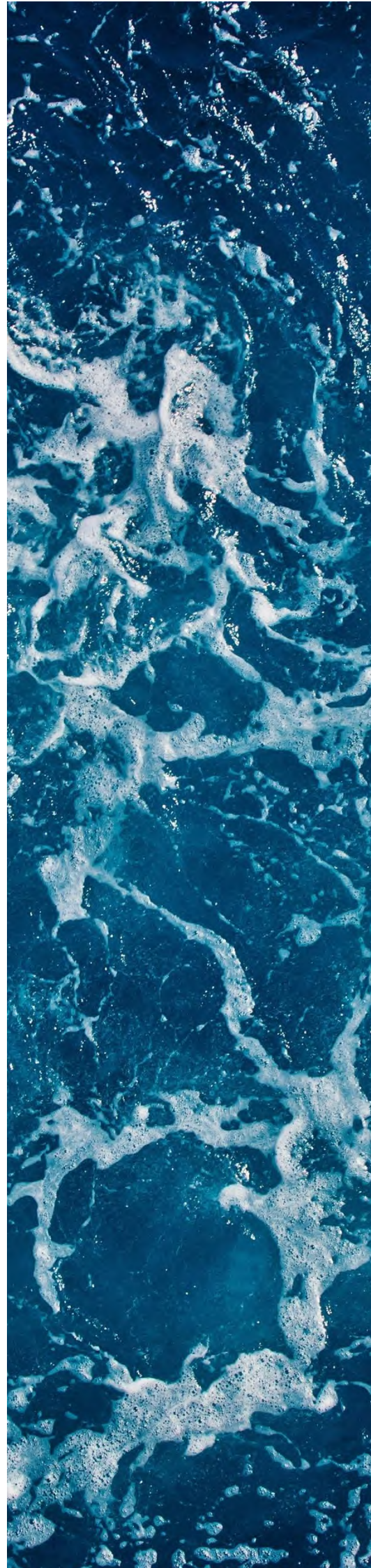
# **WATERMARK SEARCH INTERNATIONAL CANDIDATE BRIEF**

**Chief Financial Officer  
UOW Global Enterprises**  
September 2025



**UOW**  
GLOBAL  
ENTERPRISES

Presented by Watermark Search International.  
Trusted for over 40 years, focused on the future.



Job Title	Chief Financial Officer
Reports To	Global Chief Operating Officer
Location	Wollongong

## About the Organisation

UOW Global Enterprises (UOWGE) is a subsidiary group of the University of Wollongong and is aligned to the University's strategic objectives of international student growth.

Established in 1988, UOWGE owns and operates the University of Wollongong in Dubai, UOW College Australia, UOW College Hong Kong, UOW Malaysia, and UOW India.

UOWGE is at the forefront of delivering quality higher and vocational education and training on an international scale with our institutions offering more than 200 programs including higher education, vocational training, English language and professional development programs to nearly 18,000 students annually.

Our commitment to quality underpins the UOWGE Strategic Plan 2024-2026 and is core to all operations across UOWGE. The Plan has been developed to facilitate UOWGE's continued success and support our vision of being a leading global education provider delivering transformative student experiences.

Employing approximately 1,300 staff globally, UOWGE has a strong [culture of diversity and equity](#), based on our values, and also advocates the principles of fairness, inclusiveness, and respect.

For more information, please refer to [uowglobalenterprises.com.au](http://uowglobalenterprises.com.au)

### Vision

To be a dynamic global education provider delivering transformative student experiences

### Mission

Delivering on UOW's ambition to be a global network through development and operation of offshore campuses and pathways to university.

### Corporate Values

- Excellence – We encourage everyone to shine, going above and beyond.
- Collaboration – We share our knowledge, expertise and resources to get results.
- Innovation – We think outside the box.
- Integrity – We are honest, ethical and reliable.
- Passion – We love what we do.
- Courage – We speak our mind, take the initiative and are steadfast in our decisions.

## Primary Purpose of the Role

The Chief Financial Officer (CFO) provides strategic leadership and oversight of all financial operations for UOW Global Enterprises (UOWGE) and its controlled entities. This includes financial planning, budgeting, reporting, treasury, taxation, and compliance, as well as ensuring robust governance through effective risk management and assurance frameworks. The CFO is also accountable for the integrity and optimisation of financial systems and processes to support accurate reporting, informed decision-making, and operational efficiency.

The CFO works closely with the Chief Operating Officer (COO) and the UOWGE Global Executive Team, providing high-level advice on financial performance, strategic initiatives, capital structure, and risk mitigation. The role also has responsibility for the Risk and Assurance function, ensuring the organisation maintains a strong internal control environment and complies with all regulatory and governance requirements across multiple jurisdictions.

The particular, the CFO is accountable for the preparation of Audit & Risk Committee papers and the effective presentation of these papers at Committee meetings and may be required from time to time to prepare and present papers to the Board.

The CFO will play a pivotal role in driving UOWGE's AI-first mindset in the financial and Risk functions to ensure financial and risk functions are strategically aligned with emerging AI technologies. This includes championing the adoption of AI-enabled financial systems, leveraging predictive analytics for decision-making, and fostering a culture of AI literacy across the finance and risk teams.

By actively embodying and promoting UOWGE's corporate values of Passion, Innovation, Integrity, Collaboration, Courage, and Excellence, the CFO will foster a culture of accountability, transparency, and continuous improvement, supporting the organisation's global mission and strategic objectives.

## Key Responsibilities / Accountabilities

### Financial Leadership & Strategy

- Provide strategic leadership and oversight of all financial management functions, including the preparation of Board reports, audited financial statements, budgets, forecasts, management reporting, and treasury operations.
- Ensure the integrity, efficiency, and effectiveness of accounting processes in alignment with organisational policies, procedures, and best practice standards.
- Ensure full compliance with all applicable domestic and international tax laws and regulations, and deliver strategic guidance on tax-efficient structures, planning, and risk mitigation.
- Oversee the design, implementation, and continuous improvement of financial systems, processes, and internal controls to ensure data integrity, compliance, and operational efficiency.
- Advise the UOWGE Global Executive Team on financial performance, profitability, capital structure, and long-term financial sustainability.
- Oversee compliance with statutory, regulatory, and governance requirements across all jurisdictions of operation.
- Drive organisational efficiency and financial performance by establishing, monitoring, and continuously improving key performance indicators (KPIs) and value drivers across all business units.
- Lead the development and implementation of financial strategies to support growth, diversification, and risk management objectives.
- Manage and maintain strong relationships with external auditors, tax advisors, financial institutions, and the University of Wollongong Financial Services Division.

- Provide leadership in cash flow management, working capital optimisation, and capital allocation to ensure financial resilience and operational agility.
- Champion the adoption of financial systems, technologies, and processes that enhance reporting accuracy, decision-making, and operational efficiency.

## **Risk & Assurance**

- Oversee the Risk and Assurance function, ensuring the effective management of organisational risk and the delivery of an independent and robust internal audit program.
- Develop and maintain an enterprise risk management framework that identifies, assesses, and mitigates strategic, operational, financial, and compliance risks.
- Ensure internal audit activities provide assurance on the adequacy and effectiveness of internal controls, governance processes, and risk management practices.
- Oversee the design, implementation, and continuous improvement of financial systems, processes, and internal controls to ensure data integrity, compliance, and operational efficiency.
- Manage and maintain strong relationships with outsourced internal audit providers and the University of Wollongong Risk and Assurance Division.
- Report regularly to Audit & Risk Committee on risk exposures, internal audit findings, and mitigation strategies.
- Promote a strong risk-aware culture across the organisation, embedding risk management into decision-making processes.

## **Stakeholder Engagement & Relationship Management**

- Manage and maintain strong relationships with external auditors, tax advisors, financial institutions, and regulatory bodies.
- Act as the primary liaison with the University of Wollongong Financial Services Division and Risk and Assurance Division, ensuring alignment and collaboration on financial and risk matters.
- Provide clear, timely, and strategic financial and risk advice to the Board, Executive Team, and key stakeholders to support informed decision-making.

## **Leadership & Team Development**

- Lead, mentor, and develop the Finance and Risk & Assurance teams to build capability, foster a high-performance culture, and ensure succession planning for critical roles.
- Promote a culture of accountability, continuous improvement, and innovation within the finance and risk functions.
- Ensure these teams operate as trusted business partners to internal stakeholders, delivering value-added insights and solutions.

## **AI First Mind Set**

- Collaborate with digital and technology teams to integrate AI capabilities into financial systems and workflows.
- Leverage AI-driven insights to enhance decision-making, risk assessment, and operational efficiency.
- Promote AI literacy across the finance and risk teams, fostering a culture of innovation and continuous learning.
- Ensure ethical oversight and governance of AI tools used in financial and risk management processes.
- Champion the strategic use of AI technologies in financial operations, including forecasting, reporting, and performance analysis.



## Inherent Requirements

Inherent Requirements refer to your ability to:

- Perform the essential duties and functional requirements of the job;
- Meet the productivity and quality requirements of the position;
- Work effectively in the team or other type of work organisation concerned; and
- Do the job without undue risk to your own or others health, safety, and welfare at work.

The incumbent must report to your manager any injuries, illness, disorder, impairment, condition, or incapacity that may affect the ability to perform the inherent requirements of the position. The University is committed to identifying any reasonable adjustments to enable the incumbent to perform the duties of the position.

## Other Responsibilities

1. Well-being, health and safety responsibilities:
  - a. take reasonable care for your health and safety, and
  - b. take reasonable care that your acts or omissions do not adversely affect the health and safety of other persons, and
  - c. comply, so far as reasonably able, with any reasonable instruction that is given to ensure compliance with work health and safety legislation; and
  - d. co-operate with policies or procedures relating to health or safety at the workplace.
2. Observe principles and practices of Equal Employment Opportunity (EEO) and relevant similar legislation in overseas locations.
3. Declare any conflicts of interests that may arise during your employment to the UOWGE People and Culture Department.

## Key Relationships

### Reports to:

- Global Chief Operating Officer

### Direct Reports

- Group Financial Controller
- Risk and Assurance Manager

### Other Key Internal Relationships

- Group CEO and Global Executive Team
- UOWGE Board and Committees
- Heads of Finance of controlled entities

## Selection Criteria

### Qualifications, Education, Experience, Knowledge and Skills

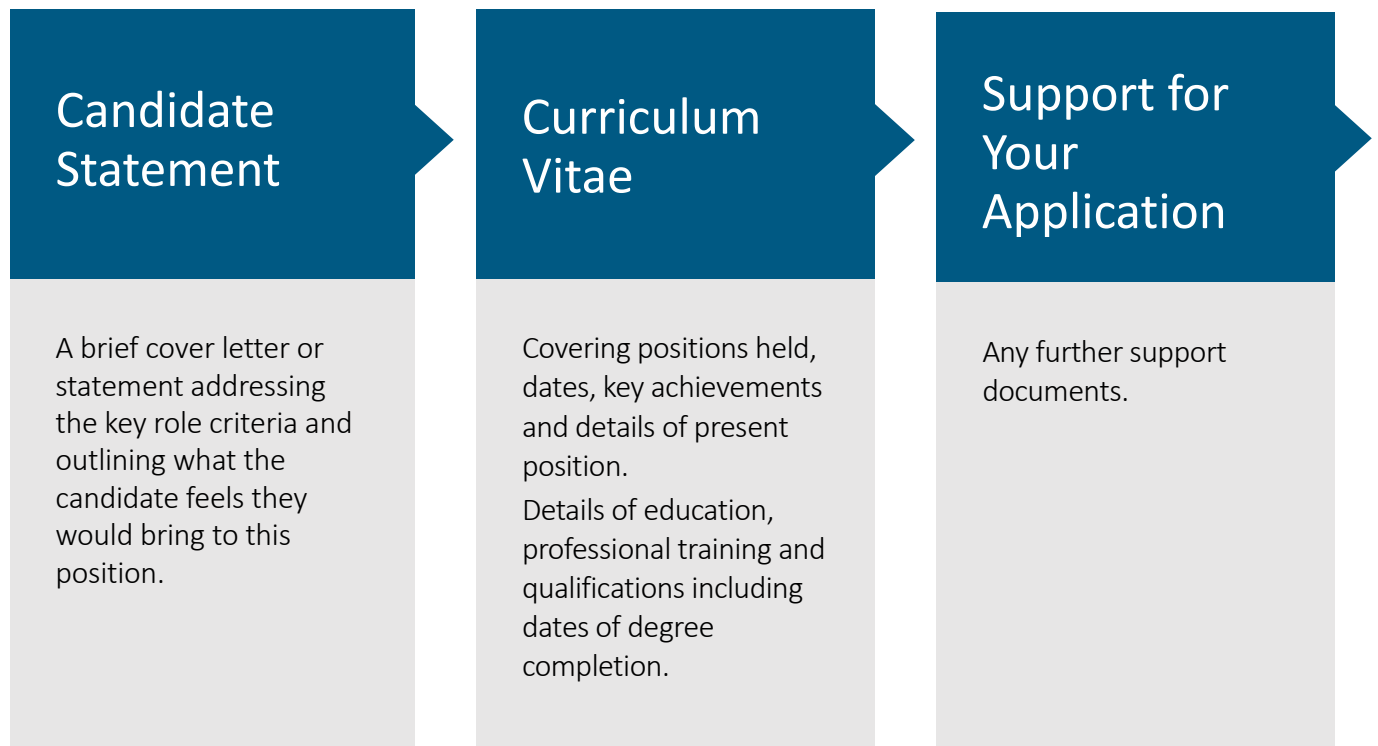
#### Essential

- Proven leadership experience as a Chief Financial Officer or senior finance leader within a complex, multi-jurisdictional organisation.
- Professional accounting qualification (e.g., CA, CPA) and tertiary qualifications in finance, accounting, or a related discipline.
- Deep technical expertise in financial management, accounting standards, taxation (domestic and international), and regulatory compliance.
- Demonstrated experience in governance, enterprise risk management, and internal audit oversight, including the development and implementation of risk and assurance frameworks.
- Proven ability to develop and execute financial and risk strategies that support organisational growth, sustainability, and resilience.
- Proven ability to lead digital transformation initiatives, including the adoption of AI-enabled systems and data-driven decision-making frameworks.
- Demonstrated understanding of AI technologies and their application in financial management, risk assessment, and operational optimisation.
- Strong commercial acumen and strategic thinking, with the ability to translate financial insights into actionable business strategies.
- Exceptional leadership and people management skills, with a track record of building high-performing teams and fostering a culture of accountability and continuous improvement.
- Highly developed stakeholder engagement and influencing skills, with experience working closely with Boards, Committees, and senior executives.
- Experience in developing complex business cases and financial models to support strategic priorities and investment decisions.
- Advanced capability in financial systems, data integrity, and internal control frameworks, with a focus on process optimisation and technology enablement.
- Strong analytical and problem-solving skills, with a results-oriented mindset and the ability to navigate ambiguity.
- High standards of ethics, integrity, and professional conduct, with a commitment to governance and compliance.
- Adaptability and resilience, with the ability to operate effectively in a dynamic, global environment.
- Commitment to fostering an inclusive and diverse workplace culture aligned with UOWGE's values.

## How to Apply

**An executive search is being undertaken by Watermark alongside the public advertisement.**

Applications for the position will need to include the following:



For a confidential discussion please call Dani White or Alison Myatt of Watermark Search International, who are leading the search on behalf of UOW Global Enterprises.

**Dani White**

Partner, Executive Search  
02 9233 1200

**Alison Myatt**

Head of Research  
0412 630 817

**Erin Gillan**

Project Administrator  
02 9239 1215

Please send your application quoting **Ref No A006045** to Watermark Search International at [search@watermarksearch.com.au](mailto:search@watermarksearch.com.au). We will reply to the email address used for your application.

**Closing date: 11:59PM AEST on 25 September 2025**

## Our Capabilities



### Executive Search

Founded in 1979, we are one of the longest established Australian executive search firms. Even though we are, above all else, an Australian based firm, we have an established track record in attracting and then securing, overseas candidates.

We have considerable expertise in senior executive appointments across a broad range of public and private sector organisations. Our firm has been built on a substantial body of work undertaken for publicly listed companies, private companies, professional services, state owned corporations, government agencies, departments and advisory boards.



### Interim Executive

We provide immediate and high-level specialist executives with the experience to bring stability to and provide guardianship for a company during a period of change, executive absence or performance turnaround. We also assist with providing executives who deliver on projects, programs or specialist reviews. When clients are ready to appoint an executive, we normally complete the assignment within two weeks. Our latest survey shows that those executives remain in place for an average of 9 months.



### Board Appointments

We believe that strong boards make for better organisations and improved business performance. In conducting searches we do not simply look for 'a name' but rather search for candidates with the relevant skills to add real value to a board. We often start our board search by working with the client to produce a Board Skills Matrix, which then informs the specific brief.

Our track record ensures familiarity with the specific, and often sensitive, challenges involved in appointing Non-Executive Directors and Chairs with the right skill, personal and cultural fit.



### Thought Leadership

As thought leaders, we undertake various pieces of research and market analysis to form our Agile Leadership Lessons Podcast, Annual Interim Executive Survey and Board Diversity Index. To view our current reports please [click here](#).



## Candidate Care



At Watermark, we recognise we have a duty of care to both our clients and the candidates. As an ambassador for UOW Global Enterprises, we recognise how important our role is in representing your brand, we take this responsibility seriously and treat successful and unsuccessful applicants with the same level of respect:

- All candidates filtered out before an initial interview are advised in writing.
- Candidates sourced by Watermark are called and given feedback on their performance throughout the selection process; this includes feedback about their experience, knowledge, capabilities and fit for the organisation as well as feedback about their interviewing and presentation techniques.
- Candidates who proceed to client interviews are debriefed and receive feedback either face-to-face or over the phone; this includes feedback as outlined above, plus specific feedback from any notes taken during the interview. We also provide feedback on areas for development such as interview skills, professional development and career guidance.

## Candidate Charter



We respect our candidates as individuals and value them as an integral asset to our business. Our focus is on understanding their talents and aspirations and matching them to the right role and organisation. Whether we approach you about a specific role or you contact us to explore opportunities, we want you to experience our commitment to providing a seamlessly professional, constructive, integrity driven service where we care about our engagement with you.

[Association of Executive Search Consultants](#) (AESC) members and their people are guided by a Code of Professional Conduct and Professional Practice Standards.

The AESC Code of Professional Conduct is summarised through these critical values:

- **Ethics & Integrity**
  - We put integrity above all else
- **Excellence**
  - Excellence guides the work we do
- **Objectivity**
  - We exercise independent, objective judgement
- **Diversity & Inclusion**
  - We know the power of diverse talent and inclusive cultures
- **Confidentiality**
  - We safeguard any confidential information entrusted to us

To read the full AESC Code of Professional Conduct, please [click here](#).

Copyright 2024 Association of Executive Search Consultants [www.aesc.org](http://www.aesc.org)

If ever you feel we have not lived up to this Code of Professional Conduct, please tell us. We want to know. Email our Managing Partner at [David.Evans@watermarksearch.com.au](mailto:David.Evans@watermarksearch.com.au)

## Contact Us

### Sydney

Level 32, 200 George Street

Sydney NSW 2000

+61 2 9233 1200

### Melbourne

Level 11, 385 Bourke Street

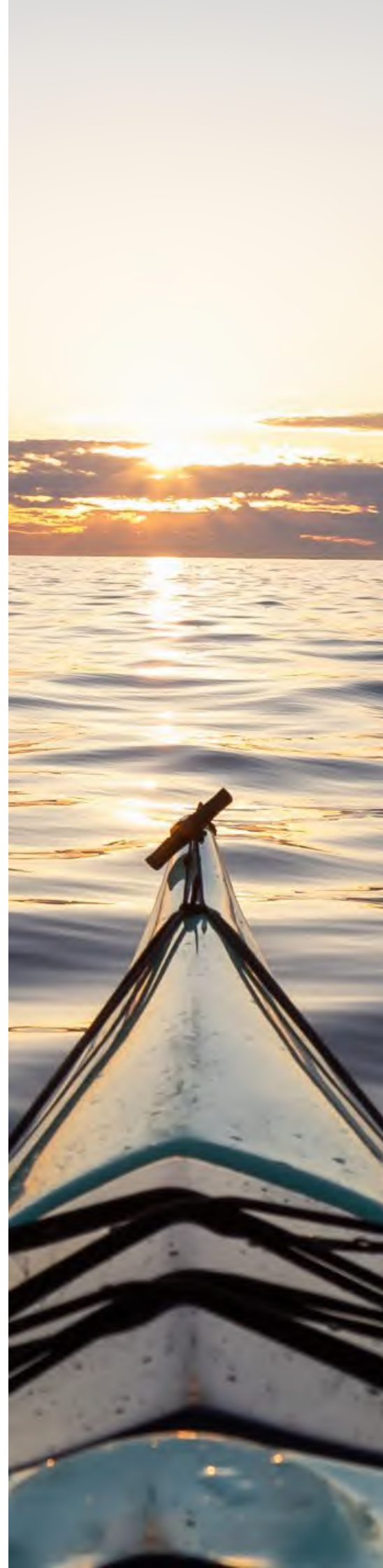
Melbourne VIC 3000

+61 3 8629 1333

[watermarksearch.com.au](http://watermarksearch.com.au)



**Watermark**  
SEARCH INTERNATIONAL





UOW  
GLOBAL  
ENTERPRISES

# Unlocking Global Potential

Strategic Plan 2024-26



# About Us

UOW Global Enterprises is the global arm of the University of Wollongong (UOW). We own and operate the University of Wollongong in Dubai (UOWD), UOW College Australia (UOWCA), the UOW College Hong Kong (UOWCHK) and University of Wollongong Malaysia (UOWM).

Our institutions form part of the UOW global network.

Employing more than 1,300 staff globally, these institutions encompass Wollongong, Sydney, Dubai, Hong Kong, Kuala Lumpur and Penang. Our diverse and talented staff come from over 50 countries, bringing innovative ideas, new perspectives and shared values.

UOWGE provides higher education, vocational, English and professional development programs to more than 14,000 students annually across over 180 programs.

Our students come from over 110 countries providing a rich multicultural environment where diversity is celebrated.



UOW  
COLLEGE  
AUSTRALIA



UOW  
COLLEGE  
HONG KONG  
香港伍倫貢學院



UNIVERSITY  
OF WOLLONGONG  
MALAYSIA



UNIVERSITY  
OF WOLLONGONG  
IN DUBAI



# Our Success

UOWGE has been operating for over 35 years, delivering quality higher education across the globe, by offering students options both onshore and offshore at our campus locations. We support students to be successful with their education aspirations, providing them with the skills and knowledge to manage the global challenges of today and into the future.

Originally established as an English Language centre in Wollongong, UOWGE expanded into pathway programs and achieved its initial global presence in Dubai in 1993 and went on to become the UAE's inaugural foreign private university. In 2015, the acquisition of a Hong Kong College further strengthened our international presence. Subsequently, in 2019, UOWGE expanded its reach in Malaysia by incorporating three institutions, solidifying a significant global footprint in the delivery of higher education. This journey, from humble beginnings to a widespread international network, underscores UOWGE's commitment to providing quality education globally.

UOWGE's global network provides multiple access points for students, through offshore and onshore teaching models. This not only provides opportunities at different price points, but also extends the UOW brand on a global scale. By being deeply imbedded in country, we can build on relationships with government and industry, and tailor experiences for students with a local nuance. Our offshore campuses offer a combination of UOW awarded and locally accredited degrees, providing students with options to suit their future career aspirations.

Our global footprint and diverse workforce is a competitive advantage, providing staff with extensive training and development opportunities, opportunities for collaboration and knowledge sharing, and global relocation and secondment opportunities.

UOWGE is agile and responsive, taking advantage of opportunities to extend on the global network, and has the skills, experience and knowledge to execute this growth aspiration. We provoke change in processes and people, leveraging our global footprint through consolidation, networking, efficient resourcing, transformation and extension of the UOW brand.

# Foreword



## UOWGE Chair

John M. Green

We are in a time where the convergence of technological, environmental, economic, social and demographic factors present formidable challenges. Education stands as a potent force capable of turning many of them into opportunities. Through high-quality teaching and research, we can help individuals, families and businesses to develop the knowledge and skills to address these challenges and create growth and positive change, for themselves and for their communities.

As the international arm of the University of Wollongong, our aim is to provide high-quality Australian education focussed on the needs of students and the diversity of communities in which we operate. Leveraging UOW's expansive and expanding global presence, along with the ongoing development of our capable and valued people, we aspire to extend the transformative potential of education to more students, in more locations, and through a variety of means.

Our strategic mission to expand our global footprint is ambitious yet prudent. We recognise the importance of fostering connections, especially in emerging markets with diverse cultures. Through strategic partnerships, collaborative initiatives, and the establishment of our presence in key regions, we aspire to extend the benefits of a University of Wollongong education to more people.

Through our global reach, we not only showcase University of Wollongong but also Australia. We embrace the responsibility that comes with this role.



## UOWGE Group CEO and Managing Director

Marisa Mastroianni

It is with immense pleasure that I present our 2024- 2026 strategic plan. It is a plan that reflects both ambition and courage.

In the ever-evolving world this plan serves as our guiding compass and also importantly to hold us accountable. UOWGE is steadfast in its dedication to being a purpose-driven organisation, striving to distinguish itself in the global higher education landscape.

We place student success and satisfaction at the centre of our business and match this to a commercial mindset, to the agility to execute and to the delivery of a high quality, future focussed Australian education. Through this formula, since 1993 we have grown both organically and by acquisition. Our business now spans 14,000 students in seven institutions in four countries.

We aim to harness the power of technology to elevate the overall student and staff experience, enhance educational delivery and capitalise on new and emerging markets. This plan is not just about where we want to be, it is about how we will get there, together.

Our team, executive leadership, and board take pride in offering access to a transformative and high-quality education across our global locations. Alongside this opportunity, we embrace the responsibility, remaining mindful and respectful of the sacrifices made by students and their families to access this education. Ensuring that our students achieve their utmost potential is our paramount commitment.

Our role is to bring an Australian education to the world. This plan defines our approach and outcomes. We will do so in harmony with our corporate values and in the resolute pursuit of the UOW mission.



## UOW Mission

Inspiring a better future through education, research and partnership

## UOWGE Mission

Our institutions, partnerships and pathways are dedicated to enhancing UOW's **global reputation** and supporting UOW in realising its **global ambitions** in education and research

# Our Values





# Our People

Our commitment extends beyond strategy; it's a dedication to empowering our people, fostering innovation, and creating a workplace where passion meets purpose. We are on a journey to building a stronger, more inclusive community, where every individual is an essential architect of our shared success.

Through a relentless commitment to diversity and inclusion, we aim to cultivate a workplace that celebrates differences, ensuring that every voice is heard and valued. Our goal is to establish a safe and inclusive environment that not only attracts remarkable individuals but also enables their continuous growth and development. UOWGE is the proud recipient of WGEA Workplace Gender Equality Agency citation for the 21st consecutive year demonstrating our strong commitment to gender equality.

Our staff like our students are on a continuous learning journey. With technology evolving at an ever increasing pace, it is critical that our staff are equipped with the skills and knowledge to be effective contributors. By building capabilities and nurturing a culture of innovation, we aspire to create a workplace where each employee can realise their full potential, driving the success and sustainability of our organisation.



# Our Domains

## Institutional Teaching & Research

Teaching, research and engagement activities in and by our global campuses

## Partnerships and Pathways

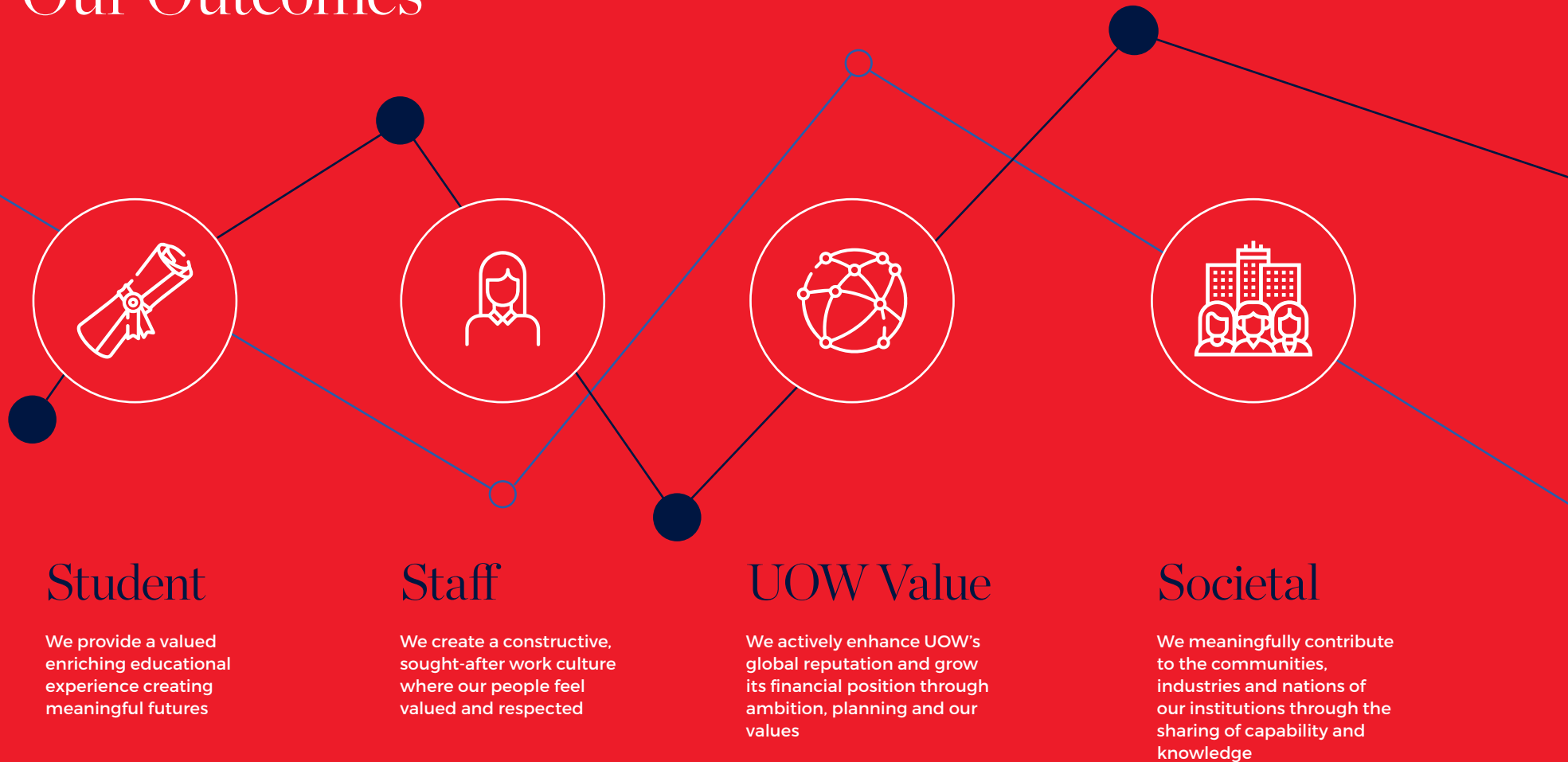
Student enrolments and flows through the deployment of partnerships, relationships and presence

## EdTech and RUN Programs

Delivery of EdTech and Re-skill/Up-skill/New skill (RUN) programs



# Our Outcomes







UOW Global Enterprises  
[www.uowglobalenterprises.com.au](http://www.uowglobalenterprises.com.au)



UOW College Australia  
[www.uowcollege.edu.au](http://www.uowcollege.edu.au)



University of Wollongong in Dubai  
[www.uowdubai.ac.ae](http://www.uowdubai.ac.ae)

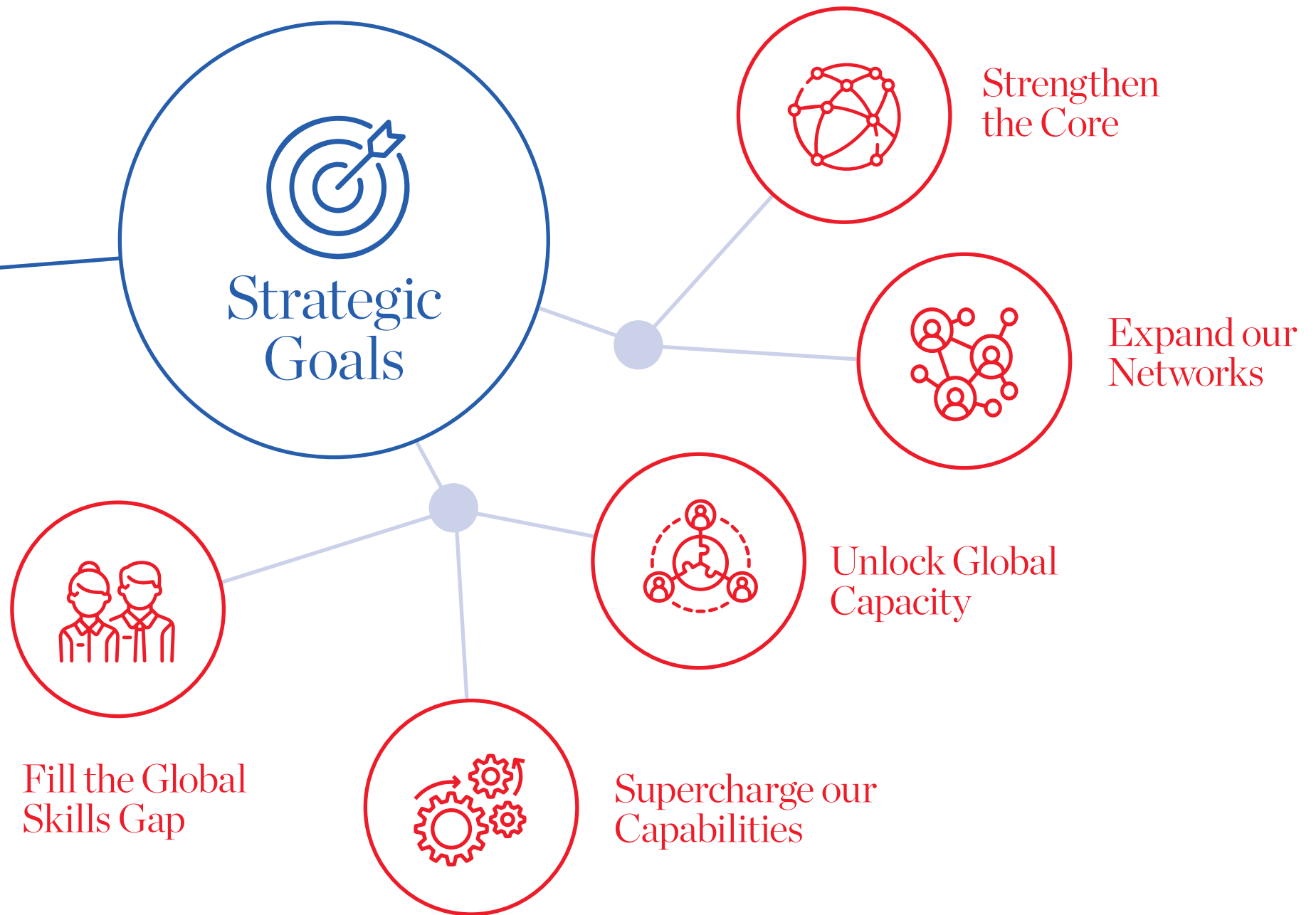


UOW College Hong Kong  
[www.uowchk.edu.hk](http://www.uowchk.edu.hk)



University of Wollongong Malaysia  
[www.uow.edu.my](http://www.uow.edu.my)





Grow the scale, quality and capability of our global institutions to provide students with a valued, future focussed learning experience

# Goal 1

## Strengthen the Core

**Grow Enrolments** – Execution of annual recruitment plans and the enhancement of recruitment processes and capability to deliver annual student enrolment targets at UOWGE institutions and deliver international student recruitment targets at UOW.

**Develop and implement a portfolio of new future focussed courses** – Design and develop a pipeline of programs which are responsive to the changing needs of students and industry and aligned to the universities unique value proposition for growing international markets.

**Embed digital, virtual and AI in the ways of learning** – Redesign of selected existing course programs and design of new course programs to ensure new and innovative ways of learning encompass the ongoing and pervasive technological change of moving to digital and virtual modes and the application of AI.

**Streamline processes for new programs and QA** – Continue collaborative development of academic governance and program approval processes with UOW that facilitate academic excellence and best manage use of resources and timeliness of decision making.

**Alignment of UOW programs across our global institutions** – Align selected course programs at our global institutions to UOW through development of LMS, QA arrangements, assessment, performance monitoring and governance arrangements to permit issuance of UOW testamurs.

**Unlock the potential of our people for maximum impact** – We will enhance the student experience by creating an environment of continuous learning to strengthen and develop our capabilities enabling our employees to effectively deliver UOWGE's objectives and priorities.

## Goal 2

# Expand our Network

**Expansion into new markets** – Assessment, approval and establishment of a UOW presence in developing higher education markets.

**Delivery of pathway programs through partner institutions in key markets** – Delivery of UOWGE institutional Pathway programs in full or in part by third party partner institutions in recruitment catchment markets, with clear pathways to UOW or UOWGE institutions.

**Online delivery of programs and/or subjects into key markets** – Delivery of UOWGE institutional programs or subjects through online platform with a focus on key growth markets, with clear pathways to UOW or UOWGE institutions.



Project UOW and its brand globally through entry and establishment within new markets, educational delivery through partnerships and online, and purposeful engagement with industry and government





Create an interconnected  
UOW global network  
that provides a seamless  
experience for students  
and staff

## Goal 3

# Unlock Global Capacity

**Develop and implement a strategy for cross-campus programs to provide a global student experience** – Continue to develop course programs with alignment of curriculum and learning outcomes to permit a single award of qualification and facilitates students transfers between global institutions.

**Develop and implement inter-institution Research framework and capability** – Develop a framework that supports collaboration in research between Academic staff in the UOW global network.

**Provide thought leadership and engagement with government, employers and industry utilising the UOW global network** – Promote and develop a program of active engagement, dialog and identification of mutually beneficial opportunities with employers, industry, regulators and governments officials in the markets in which we operate.

**Execution of a framework that seamlessly enables staff and students to transfer between locations** – Development of policies and awareness that enable and encourage staff and students to transfer between UOW and UOWGE global institutions.

**Enabling mobility** - We will create opportunities for knowledge sharing and experiential learning through exchange programs and secondments.

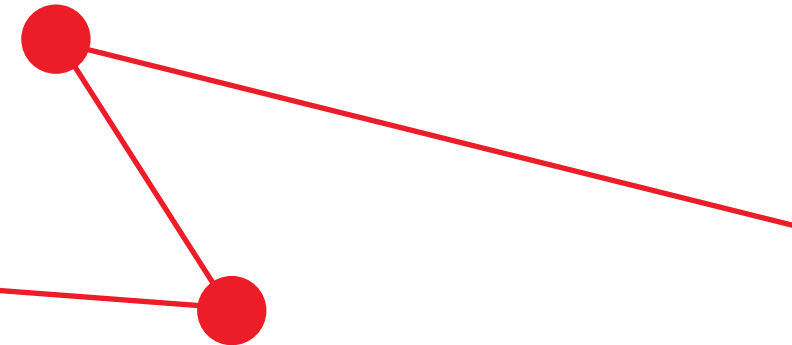
## Goal 4

# Fill the Global Skills Gap

**Creation and operation of a global learning capability for delivery of future focussed short courses, executive education, B2B and/or micro-credentials** – Create and operate a digital and online short course platform with a focus on students' re-skilling, upskilling or new skilling within the workforce.

**Establishment and operation of online teaching platform(s)** – Establishment and operation of a scalable, flexible and user-friendly platform for the global delivery of online short courses.

Deliver online short courses globally that provide the skills to students to enhance their existing jobs and provide expertise for the jobs of the future





Improve the efficiency and effectiveness of our people, processes and systems to provide a platform for delivery of our strategic outcomes

## Goal 5 – Supercharge our Capabilities

**Automate and centralise administrative and corporate processes** – Analysis of manual and resource-intensive processes that have the potential to be aggregated, automated and transferred to centralised and/or offshore centre of capability.

**Extend digital marketing capability to all institutions** – Creation or development of a focussed, and market competitive digital marketing capability in each UOWGE institution to deliver effective digital and SM marketing to local market and market segments.

**Implement technology platforms that facilitate our global operations and align student and staff experience in all locations**– Develop single marketing, student administration, and corporate systems to support all UOWGE institutions and provide a wholistic, consistent and valuable insights into student and institutional effectiveness.

**Execution of a leadership framework that develops and retains high potential staff** – Development of policies and procedures with the objective of retaining and enhancing high performing staff and the creation of an aligned and high performing leadership group.

**Extend scope of data analytics capability** – Continue to globally enhance data maturity, develop data analytical capability including predictive analysis and machine learning to provide insight and actionable information to improve student outcomes, marketing and recruitment performance and operational effectiveness.

**Empowering our people** – Through a competency and values-based performance framework we will define expectations and ensure individuals have the right capabilities to reach their full potential.





# Measures of Success



## Growth

- Increase student enrolments year on year
- Increase revenue in each market segment
- Expansion into new markets both online and direct delivery
- Increase return to UOW

## Innovation

- Global program and course development
- Technology to drive process efficiency
- Embed digital, virtual and AI in the ways of learning
- Data and analytics support business decisions

## Collaboration

- Positive relationships with Government, regulators and communities in each region
- Established network of industry partners in each region
- Established cross campus programmes and research to support global experience

## Students

- Technology to support a seamless global student experience
- Student retention
- Student satisfaction
- Student employability
- Global student mobility

## Staff

- Increase in Staff engagement
- No of staff participating in Professional Development
- Increase in leadership capability
- No of global staff movements
- Reduction in gender pay gap



# Strategic Planning Framework





UOW  
GLOBAL  
ENTERPRISES

# Unlocking Global Potential



Strategic Plan 2024-26



UOW  
GLOBAL  
ENTERPRISES

# 2024 Annual Report

Unlocking Global Potential



The 2024 design concept for UOW Global Enterprises draws inspiration from the distinct patterns tied to each country, skillfully weaving them into a cohesive visual narrative. These patterns, representing the unique characteristics of each campus, come together to form an interconnected design that also allows for the celebration of each campus individually. Each pattern reflects the cultural identity and essence of the campuses in Australia, Malaysia, Hong Kong, India, and Dubai, creating a diverse yet unified representation of UOW's global presence.

This design goes beyond simply showcasing geographic locations; it highlights the deep interconnection between each campus, community, and the people who make up the UOW network. The patterns serve as a metaphor for the shared values and collaborative spirit that unite our campuses, faculty, staff, and students, no matter where they are located. The design reflects UOW's ongoing commitment to honoring the importance of every campus and the individuals who contribute to its success.

By integrating these various cultural elements into a harmonious, flowing pattern, the design speaks to UOW's far-reaching global network. It serves as a celebration of not only the unity of our campuses but also the richness of diversity that exists within our academic and professional communities. This design truly captures UOW's mission of fostering a global community that thrives on collaboration, inclusivity, and mutual respect. Through this visual expression, we celebrate both the strength of our connections and the vibrancy of each unique location within our global network.

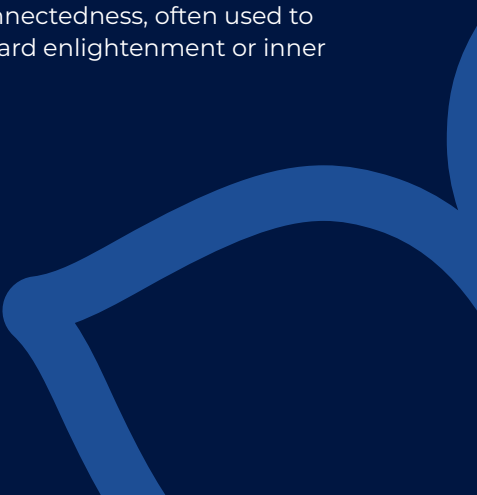

**AUSTRALIA** - the flowers of the Illawarra flame tree are known for their striking red blooms. The primary UOW College building is located on the University of Wollongong's main campus in Wollongong, within the Illawarra region. This tree, native to the Illawarra, symbolises the local natural heritage and is a prominent feature of the university's landscape. Its vibrant blooms serve as a reminder of the region's rich biodiversity.

**HONG KONG** - The bamboo (or bamboo leaves) is a symbol of elegance and high ethics in Chinese culture, commonly seen in Qipaos (traditional dress for women).

**MALAYSIA** - batik patterns often represent nature, particularly plants and flowers, reflecting a cultural preference to avoid depictions of humans and animals, aligning with Islamic doctrine. Whilst the specific meanings can vary, these natural motifs can symbolise beauty, growth and the connection to the environment.

**DUBAI** - Arabic calligraphy in the UAE is a special art form found in many places, from religious texts like the Quran to modern art and it holds significant cultural and artistic value. The intricate and stylised forms of Arabic letters and words have been an important form of artistic expression for centuries. Arabic calligraphy has also been blended with modern designs, combining traditional styles with new ideas. This evolution helps keep calligraphy relevant while staying true to its cultural roots. In the UAE, calligraphy is not just writing—it's a way to celebrate art, culture, and identity.

**INDIA** - In various spiritual traditions, a mandala, derived from the Sanskrit word for "circle," represents the universe, a tool for meditation, and a symbol of wholeness and interconnectedness, often used to guide practitioners toward enlightenment or inner balance.







# Contents

Group CEO Report	2
Message from the Chairman	3
Message from The Chancellor	3
2024 Highlights	4
Statistics	5
2024 Global Awards	6
2024 Financial Performance	7
Our Global Footprint	8
Success Stories – Students	10
Staff Profiles	12
Our People	14
Governance Structure	16
Our Global Leadership Team	17
Our Board	18
Our Strategic Plan	18
UOW College Australia	20
University of Wollongong in Dubai	22
UOW College Hong Kong	24
UOW Malaysia	26
UOW India	28

# Group CEO Report



It is my privilege to present the UOW Global Enterprises (UOWGE) 2024 annual report, capturing the progress and achievements of our institutions, our people, and our students.

Higher education worldwide is undergoing significant change as globalisation, shifting demographics, and emerging technologies reshape how we teach, learn, and engage. Evolving government policies and heightened social expectations

are adding new dimensions to this transformation, requiring institutions to adapt and innovate to remain relevant and impactful.

Given these challenges and opportunities, I am pleased to report that 2024 was a year of strong growth across our network, with our Dubai operations leading the way. Across UOWGE, we recorded a 19% increase in new student enrolments and a 9% rise in overall student headcount. These results are a testament to the dedication of our staff and the increasing recognition of our institutions as high-quality, future-oriented education providers. We have also continued to embed operational efficiencies and strengthen our financial performance. In conjunction with revenue growth, these measures resulted in an underlying EBITA of \$43m. This financial result demonstrates our ability to operate sustainably and effectively in an increasingly competitive and dynamic global higher education environment.

A personal highlight, always is, celebrating the graduation of our students across the globe. In 2024, 4,663 students graduated from our institutions, equipped with the knowledge and skills needed to make a meaningful contribution to their communities and industries. Seeing our graduates cross the stage is a powerful reminder of the impact of our work and the shared sense of purpose that drives us forward.

During the year, we expanded our international presence by launching operations in India in November 2024. With infrastructure, systems, and staff now in place, we are delivering programs that address the evolving needs of students in the region. We also secured UOW Council approval to establish operations in Saudi Arabia, and preparations for delivery are underway pending regulatory approval. These expansions reflect our commitment to providing high quality Australian education in new and emerging global markets.

We also marked our annual UOWGE Global Staff Values Awards with a record 453 nominations. The recognition of 35 individual finalists and six team finalists underscores the exceptional contributions of our staff and the strong culture of recognition and celebration within our organisation.

Looking ahead, we will remain focused on being agile and responsive, delivering programs and experiences that are relevant, flexible, and aligned with the demands of our students and industry. A priority will be adopting emerging technologies, including AI, not only to enhance teaching and learning but also to transform the way we work and deliver services across our operations.

I extend my sincere thanks to the UOWGE Board for their leadership and to our colleagues at the University of Wollongong for their continued collaboration and support. Above all, I thank our staff for their tireless dedication, which enables us to maintain our position as a leader in global education. Together, we will continue to grow, adapt, and deliver real value for our students, staff, and the communities we serve.

**Marisa Mastroianni**

Managing Director and Group CEO  
UOW Global Enterprises

# Message from the Chairman

With such a strong and dynamic year across our global network, it continues to be a privilege to serve as Chairman of UOWGE.

This year brought many achievements. We opened a new campus in India, formed new global partnerships, and exceeded our enrolment goals across international markets. We secured significant research funding that will help us create meaningful, real-world impact. We're not just growing, but doing that with strategic intent. For the 23rd year in a row we were named a WGEA Employer of Choice, highlighting our ongoing commitment to gender equality and inclusive excellence.

Over the past year, I've had the chance to visit several of our campuses and meet and re-meet many of the wonderful people who role model our values every day — the values of Passion, Excellence, Innovation, Collaboration, Integrity, and Courage.

To all our highly dedicated staff: thank you. You support our students, lift each other up, and help build a better future every day.

I also want to thank our CEO, Marisa Mastroianni, and her senior leadership team who keep us moving forward.

As we roll out our 2024–2026 Strategic Plan, we're focused on being innovative, agile, and sustainable. In our various locations, we're highly attuned to local conditions and the changing needs of our students, as well as the need to harness new technologies such as ethical AI to help deepen our impact.

During the year, we farewelled two long-serving directors - Noel Cornish and Wendy Gan - and we thank them for their contributions. I particularly recognise Noel's stewardship of our Malaysian operations. We also welcomed two new directors - Arlene Tansey and Murray Walton - who bring considerable international expertise and strategic insight.

The Board is proud of what UOWGE's people have accomplished together—and we're excited about what's coming next.

**John M. Green**

Board Chairman  
UOW Global Enterprises



# Message from the Chancellor

The University of Wollongong is committed to fostering the growth and success of our global footprint, supported by the outstanding work of UOW Global Enterprises in expanding our presence offshore. Together with UOWGE, we are not only enhancing our reputation as a world-class institution, but also positioning UOW as a key player in higher education on the global stage.

By cultivating strong international partnerships and offering high-quality educational opportunities around the world, we are broadening the reach of UOW's transformative learning and research. This international expansion reflects our united dedication to shaping a brighter and more connected future, providing students, faculty and researchers with access to a global network of resources and opportunities.

Our continued focus on international collaboration strengthens the University's global impact, enabling

us to serve a diverse student body and contribute to positive change worldwide. We are excited about the future and the role UOW, through collaboration with UOWGE, will continue to play in advancing knowledge and empowering individuals across borders.

Together with UOWGE, we are proud to enhance the global reach and influence of UOW, further cementing our position as a university that not only excels locally but has a meaningful impact globally.

**Michael Still**

Chancellor  
University of Wollongong



# 2024 Highlights

- **India operations commenced** – with programme delivery commencing from November 2024.
- **Saudi Arabia** – UOW Council have provided approval to open a branch campus in Saudi Arabia.
- **Global staff awards** – celebrated for third consecutive year. 453 nominations – with 35 individuals and 6 teams as finalists.
- **VET and CRICOS re-registration successfully secured** by UOW College Australia (UOWCA) for the maximum seven year period.
- **Homestay programme** with UOWCA received NEAS Quality Endorsement.
- **Second consecutive year** of record student growth at University of Wollongong in Dubai (UOWD).
- **Successful completion of Academic Accreditation process at UOWD** with commission of Academic Accreditation (CAA) resulting in granting renewal of its institutional licence for a further five year period (2024-2028).
- **UOW College Hong Kong (UOWCHK) increased new student enrolments by 33%** compared to prior year.
- **UOWCHK** has successfully achieved Programme Area Accreditation and Learning Programme Re-accreditation. As of July 2024, four programme areas and 18 learning programmes were accredited, each granted a five-year validity. Accredited areas include Business Management, IT, Transport and Logistics, and Languages.
- **University of Wollongong Malaysia (UOWM) launched UOWM-Intel Design Centre of Excellence** and Maritime Programme (ANCORS).
- **New Student Management System implemented by UOWM** providing integrated student experience and efficiencies.
- **Workplace Gender Authority Agency (WGEA) citation achieved by UOWGE** for the 23rd consecutive year for Employer of Choice Gender Equality.
- The School of Business at the University of Wollongong in Dubai and University of Wollongong have successfully renewed their **AACSB accreditation for all business programs**.

## Accreditation

UOW institutions continued to receive reaccreditation for numerous programs. UOWM achieved reaccreditation for health, social sciences, and hospitality programs, while UOWD and UOWCA successfully completed accreditation reviews for engineering, psychological sciences, and business programs. UOWCA also had its ASQA CRICOS, ASQA RTO provider registration, and TEQSA CRICOS renewed without conditions.





# Statistics

\$161m

**REVENUE AND  
OTHER INCOME**

16% HIGHER THAN  
IN 2023

\$182m

**NET ASSETS**

11% HIGHER THAN 2023

DISTRIBUTION OF A GROSS  
DIVIDEND TO UOW OF  
\$10M (INCLUDING \$3M IN  
FRANKING CREDITS)

\$43m\*

**UNDERLYING EBITDA**

GROWTH OF 67%\* FROM  
\$26M IN 2023

\*2023 underlying EBITDA has been restated due to a change in accounting policy. Earnings before Interest, Tax, Depreciation and Amortisation adjusted to exclude non-recurring non-cash items and excluding lease payments for leases accounted for under AASB 16.



# 2024 Global Awards



Pictured are our winners who were present in Dubai: Sherwin Fernandes, Dr. Munyaradzi Nyadzayo, Jimmy Tan Lip Aun, Abbie Worthington, Tamika Zilm, Dr. Hitoshi Murakami.

We recently celebrated the UOW Global Enterprises Global Values Awards 2024, hosted in Dubai, and streamed simultaneously across Australia, Hong Kong, Malaysia and India!

This incredible event recognised outstanding individuals and teams who exemplify our core values: Collaboration, Passion, Excellence, Innovation, Integrity, and Courage.

## Our Global Award Winners:

- \* Global Employee of the Year – Abbie Worthington (UOW Global Enterprises)
- \* Passion – Sherwin Fernandez (UOW Dubai)
- \* Collaboration (Individual) – Kaitlin Dalton (UOW Global Enterprises)

- \* Excellence in Professional Service – Jimmy Tan Lip Aun (UOW Malaysia)
- \* Collaboration (Team) – Aviation Team (UOWC Hong Kong)
- \* Excellence in Teaching – Dr Hitoshi Murakami (UOWC Hong Kong )
- \* Integrity – Zaneta Dimovski (UOW Global Enterprises)
- \* Excellence in Research – Dr. Munyaradzi Nyadzayo (UOW Dubai)
- \* Excellence in Teaching Leadership – Lu Qing Wang (UOWC Australia)
- \* Innovation – Quantum Innovators Team (UOW Malaysia)
- \* Courage – Tamika Zilm (UOW Dubai)

# 2024 Financial Performance

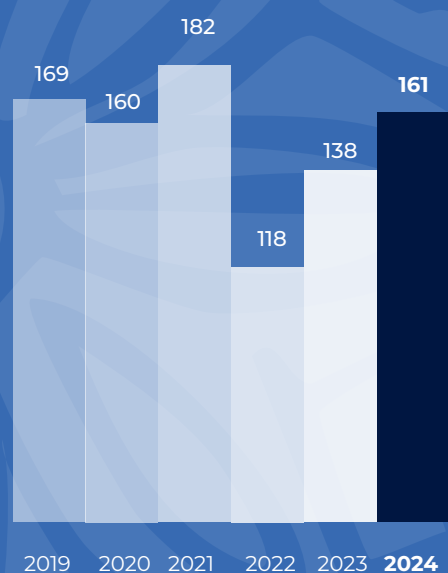
In 2024, UOW Global Enterprises reached a remarkable milestone, with Underlying Earnings Before Tax, Depreciation, and Amortisation (Underlying EBITDA) soaring to \$43 million—a 67% increase from the \$26 million achieved in 2023. This impressive growth was fuelled by robust revenue growth and the successful realisation of expenditure efficiencies.

Total Revenue and Other Income increased by 16%, from \$138 million in 2023 to \$161 million in 2024. Our Group witnessed a 19% rise in new student enrolments, with growth evident across all institutions. The University of Wollongong in Dubai celebrated a second consecutive year of record-breaking enrolments, leading to an unprecedented total student population. Despite the Australian Federal Government's measures addressing societal concerns around international student numbers, which negatively impacted international student enrolments at UOW College Australia, overall enrolments at UOW College Australia increased, driven by

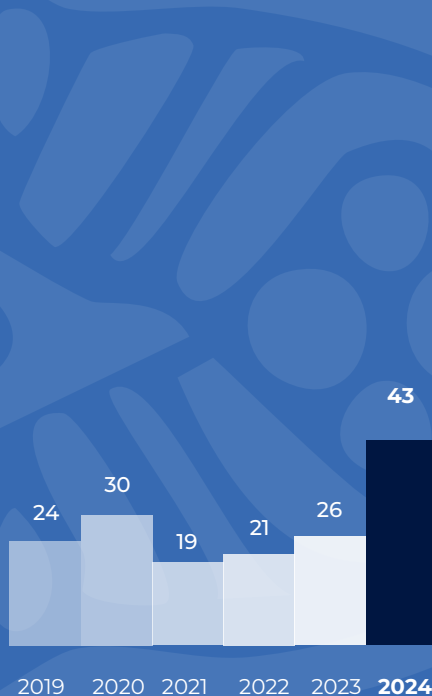
strong domestic student enrolments in academic pathway and vocational programmes. The move to the new Tai Wai Campus in Hong Kong in 2023, combined with dynamic marketing and recruitment campaigns, resulted in a 33% increase in domestic programme enrolments at UOW College Hong Kong. While new student enrolments at our institutions in Malaysia increased compared to the previous year, overall enrolments declined due to a large cohort of graduating students.

Net assets grew from \$164 million to \$182 million in 2024, a testament to our strong post-tax results and supported by the depreciation of the Australian Dollar against other functional currencies within the Group. Our robust financial performance in 2024 enabled UOW Global Enterprises to distribute a \$10 million dividend (including \$3 million in franking credits) to the University of Wollongong during the year.

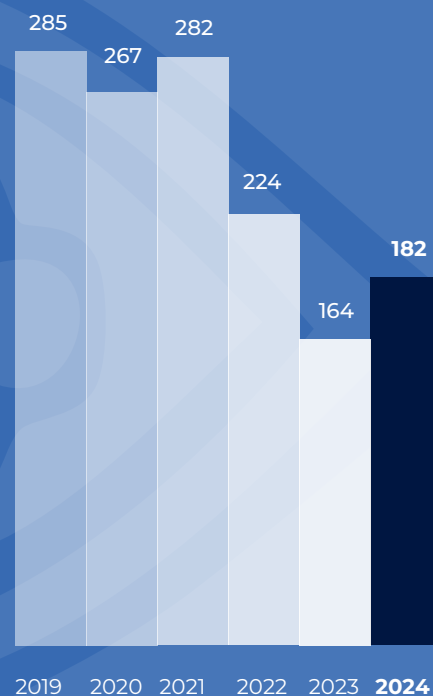
**Total Revenue and Other Income (\$ Million)**



**Underlying EBITDA\* (\$ Million)**



**Net Assets (\$ Million)**

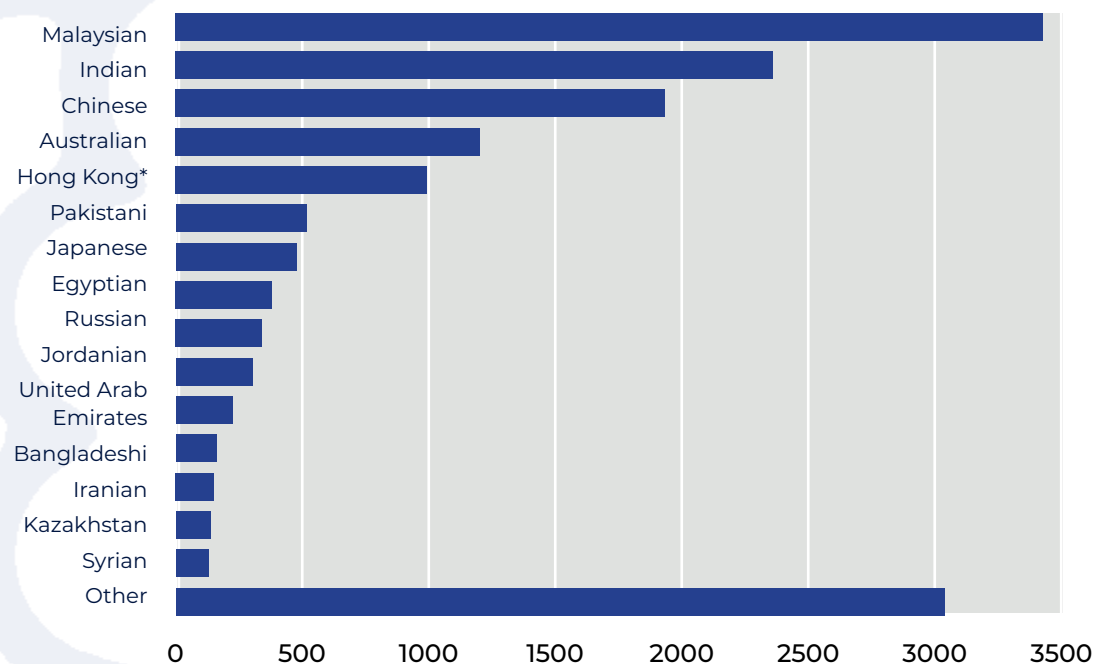


\*2023 underlying EBITDA has been restated due to a change in accounting policy.

# Our Global Footprint

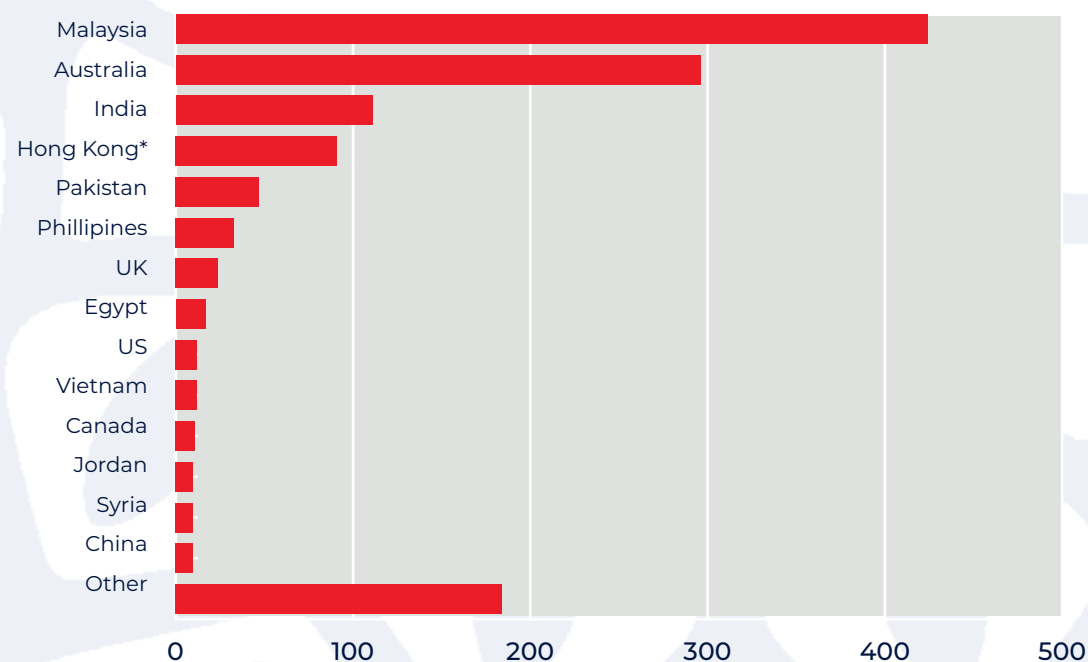
## Student Nationalities

Students represented from over 130 countries/regions



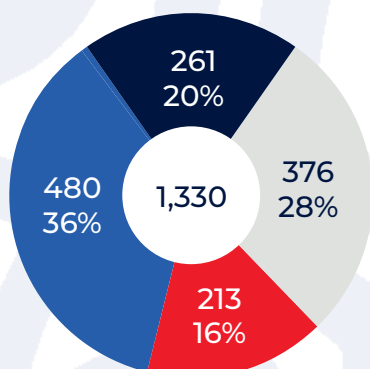
## Staff Nationalities

Staff represented from over 60 countries/regions

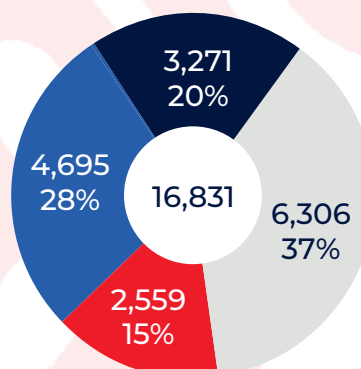


\* Hong Kong Special Administrative Region (HKSAR China)

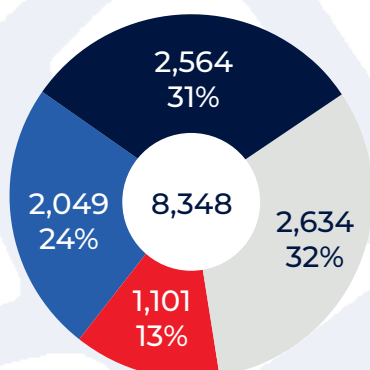
### Staff



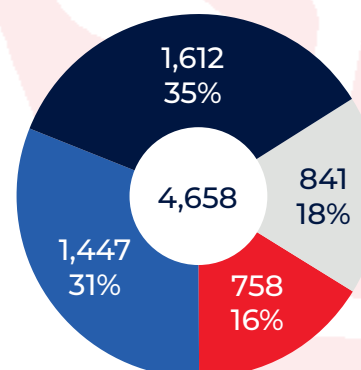
### Programme Enrolled Students



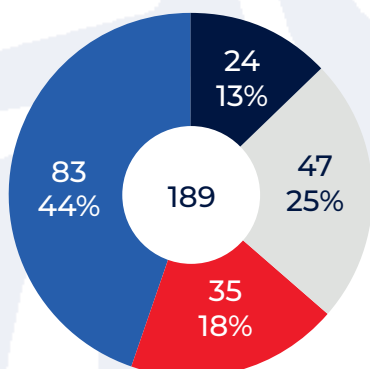
### New Student Enrolments



### Student Graduations



### Programmes



### Campus Locations

#### UOW College Australia

- Wollongong, NSW
- Liverpool, NSW
- Sydney CBD, NSW

#### University of Wollongong in Dubai

- Dubai Knowledge Park, Dubai

#### UOW College Hong Kong

- Tai Wai, Hong Kong

#### UOW Malaysia

- Glenmarie, Kuala Lumpur
- Georgetown, Penang
- Batu Kawan, Penang

#### UOW India

- Gujarat, India





# Success Stories – Students



## AUSTRALIA

### Opportunities for Abdulla's Journey created by UOW College

Originally from the UAE, Abdulla sought quality education and study opportunities to study Marine Science at the University of Wollongong in Australia. He found that UOW College provided the necessary support and qualifications to improve his English and pursue his career goals.

Drawn to Australia's vibrant multicultural environment, Abdulla felt right at home with the clubs and activities and felt at ease on campus. "The College's diverse student body and welcoming environment made the transition much smoother than I expected," he shares.

Completing UOW College's English for Tertiary Studies (ETS) programme gave Abdulla newfound confidence in achieving his academic goals. "I taught myself how to speak English, but I needed to learn academic English," he says. "The English programme here at UOW College gave me the structures to write reports and argumentative essays."

The support Abdulla received from his teachers at UOW College had the greatest impact on his academic journey. "My teachers understood I was willing to study and put in a lot of effort to improve. I'm truly thankful to them," he says.

Abdulla believes that when you work on what you love, you achieve and you shine.

No matter where his ambitions take him, the skills gained at UOW College will allow Abdulla to excel in his chosen career.

## HONG KONG

### Overcoming Adversity Through Education

Having graduated in 2024 with an Associate of Arts in Applied Chinese Studies (AAACS), LO Ching's journey at UOW College Hong Kong (UOWCHK) has shown unwavering ambition. Ching is now a third-year student at the University of Hong Kong, pursuing a Bachelor of Arts in Chinese History and Culture, a dream she achieved through sheer determination and hard work. About eight years ago, Ching faced immense personal hardship when her family faced many challenges, leaving her financially strained and unable to afford the university deposit fee. For five years, she worked at various jobs, knowing that to truly move forward, she needed to obtain a degree. Enrolling at UOW College Hong Kong marked the beginning of her journey to fulfil her dream. Attending college was a difficult decision for Ching. Without government loans, she relied on her savings and juggled full-time study with part-time work. Despite the constant challenge of jumping



between job deadlines and maintaining good grades, Ching persevered with the support of her classmates, dedicated teachers, and the resources provided by UOWCHK, including scholarships and opportunities to serve as a Student Ambassador and Student Representative. Reflecting on her time at UOWCHK, Ching shared that the support from her classmates, teachers, and the college helped her achieve her goals. The chances of joining a study tour to Malaysia and perform at the Tai Wai campus opening ceremony were unforgettable experiences that enriched her journey. Now, as a student at the University of Hong Kong, Ching is finally on the way to reaching her dreams. She expressed gratitude for the caring teachers and classmates, she has met on her way. Ching's story demonstrates how UOWCHK's programmes nurture individuals ready to make a difference in society, serving as an inspiration to all.

## MALAYSIA



### From Royal Palaces to Michelin Stars: UOWM Students' Culinary Journey of Distinction

In January 2024, a delegation of 2 staff and 17 students from the UOWM School of Hospitality, Tourism and Culinary Arts (SHTCA) had a once-in-a-lifetime honour and privilege of serving at the glittering Royal Wedding Ceremony of Prince Mateen and Dayang Anisha of the Brunei royal family. This exceptional opportunity was not only a prestigious moment for the university but also a testament to the outstanding training and mentorship provided by SHTCA staff. The students contributed to the flawless execution of the regal event, gaining invaluable hands-on experience in hospitality, culinary service, and event management. They navigated a range of traditional customs and protocols within the grandeur of the Brunei royal palace, offering them a rare and enriching professional insight.

This spirit of excellence continues to shine beyond campus borders, as seen in the remarkable achievements of UOWM alumni making waves in the culinary world. UOWM culinary alumna Chef Waymann Cheong was named the **MICHELIN Guide Young Chef Award** recipient in the *Michelin Guide Kuala Lumpur & Penang 2025* edition. His restaurant, *Lucky Hole* is a newly selected entrant in the Michelin Guide. Though a newcomer in George Town Penang, the restaurant has quickly drawn attention for its innovative approach to local cuisine. Under Chef Cheong's leadership, the restaurant fuses modern techniques with authentic local ingredients, creating a fresh yet familiar dining experience. Having honed his craft at renowned establishments like Pollen and Burnt Ends in Singapore, Chef Cheong returned to his hometown with a mission to introduce contemporary culinary concepts. His passion, creativity, and commitment to pushing culinary boundaries make *Lucky Hole* a must-visit destination for food lovers and adventurers alike.



# Staff Profiles



## AUSTRALIA

### Journey of Cultural Connection – UOWCA

Rebecca's journey from Wollongong to the world has been marked by her commitment to education and a passion for cultural exchange, inspiring students from diverse backgrounds.

From a young age, Rebecca's parents taught her that education was the ticket to success inspiring her to pursue university study after school. She completed a Bachelor of Secondary Teaching at UOW then started her career teaching in high schools locally in Wollongong and then Queensland.

However, it was during an exciting trip to Japan teaching English conversation classes, that sparked a new passion in her teaching journey.

"It really opens up your mind. When you're brought up in one culture and then you go into a completely different culture, it sounds cliché, but for me, my own self, my own thoughts about my own culture, other cultures completely changed," Rebecca says.

Rebecca returned home deciding to pursue a career in working with cross-cultural students. She studied a Masters in Intercultural Communication and began transitioning from high school to university teaching. This new path ultimately led Rebecca back to UOW to teach English Language classes at UOW College, where she truly thrives. "I feel like I've really found my home in teaching international students at UOW College," Rebecca says.

### UOW College English courses

Rebecca's personal experiences working abroad have provided her with a clear passion for supporting students through their transition to study in Australia. "We understand we are the first point of call for students entering into a completely different culture... the support we provide is really that emotional connection with our students, creating strong relationship and then trying to respond to their individual needs," Rebecca says.

She cites the dedication and commitment of the entire English Language Programme team as one of the most rewarding aspects of her job.

"I just can't emphasise enough that it really is the strength of the team that we have who are all passionate about wanting the best for our international students Rebecca says. "It's really rewarding to work with such a collaborative team who put in extra work to ensure the success of our students," Rebecca says.

### Using nature in education

Rebecca uses the natural surroundings of the University of Wollongong campus to provide an exciting Australian experience for her international students. She regularly incorporates nature into her classes.

"I always take the students to the front of building and show them some of the eucalyptus leaves off the trees... I'll crush up the eucalyptus leaves and feel the oil and smell them... It's the smell of Australia," Rebecca says.

Rebecca's work ethic remains strong as she finds her career at UOW College truly rewarding.

"What keeps us going through all the extra work we do is that we feel like we are making a difference. We're changing these students lives," Rebecca says.



## MALAYSIA

### UOWM Staff Success Story: Ts. Dr. Nishata Royan

At the heart of the UOWM School of Engineering, University of Wollongong Malaysia (Glenmarie campus), stands Ts. Dr. Nishata Royan, a Senior Lecturer whose unwavering passion for teaching, research, and sustainability continues to inspire both colleagues and students alike.

Recognised for her excellence in pedagogy, Dr. Nishata consistently earns teaching evaluation scores above 4.0, reflecting her commitment to outcome-based education and impactful student engagement. Her scholarly contributions have also been steadily growing, with a Scopus H-index of 7, underscoring her expanding research footprint developed through years of academic dedication.



In recognition of her dedication and positive influence within the academic community, Dr. Nishata was honoured with the Passion Award at the UOW Malaysia KDU Staff Values Awards 2022, celebrating her passion in teaching and driving research collaboration. That same year, she secured the prestigious Malaysian government Fundamental Research Grant Scheme worth MYR 126,207 for her pioneering project on UV/Ozonolysis surface modification in biodegradable food packaging—a major step forward in sustainable materials research. Additionally, through collaboration with Universiti Putra Malaysia, she co-secured a MYR 30,000 grant, further strengthening her profile as a capable and collaborative researcher.

Dr. Nishata's collaborative vision also led to a strategic Memorandum of Understanding with Universiti Kebangsaan Malaysia in March 2022, aimed at advancing joint research in additive manufacturing and advanced material processing—paving the way for interdisciplinary innovation. Her influence extends well beyond research and the classroom. An active member of the Women Research Engineers' Network (WREN)—a global initiative led by UOW Australia—Dr. Nishata actively promotes equity in engineering academia and supports the professional growth of women in STEM fields.

In 2024, her passion for sustainability reached new heights as she became a Certified Sustainability ESG Practitioner through the Centre for Sustainability and Excellence. As the champion of the Sustainability Living Lab — UOW Malaysia's first flagship initiative for sustainability — she has led impactful collaborations with industry partners such as Thermamax, Evercomm, Paramount, and Signature Manufacturing, successfully securing funding to support ongoing sustainability-focused research.

She also played a pivotal role, alongside colleagues, in UOW Malaysia Glenmarie Campus achieving the prestigious 3 Diamond Rating under the SEDa Malaysia Sustainable Energy Low Carbon Buildings Assessment for the implementation of the GreenPASS Operation initiative in 2024.

In 2024, Dr. Nishata co-led the Quantum Innovators team at the School of Engineering. Under her guidance, student teams earned Silver and Bronze medals at the Malaysia Technology Expo (MTE) 2024 for their innovative projects on:

- PLATES (PLA-Tapioca Eco-Friendly Solutions) – a sustainable packaging innovation, and
- EcoCopter: The Parcel Delivery Drone – a novel drone solution for last-mile delivery.

These achievements culminated in global recognition, as her team received the Global Innovation Award at the UOWGE 2024 Global Staff Awards, acknowledging their excellence in applied research and innovation.





# Our People

## Celebrating Our People

As we reflect on the past year, we take immense pride in the achievements that continue to shape our organisation and strengthen our purpose. Guided by our core values of **excellence, passion, courage, innovation, integrity, and collaboration**, 2024 was a year of meaningful progress. Our dedication and commitment to equity, inclusion, and the recognition of our people remains at the heart of all we do.

## A Legacy of Leadership

For the 23rd consecutive year, we are honoured to be recognised as an Employer of Choice by the Australian Workplace Gender Equality Agency (WGEA). This longstanding recognition reflects our commitment to fostering an inclusive and equitable workplace, not just within our organisation but across the broader industry. It is a testament to the dedication of our leadership and staff in driving real and lasting change.

## Advancing Gender Pay Equity

We are passionate about gender equality and recognise that true gender equality requires more than recognition, it demands continuous effort and measurable progress. While we have successfully maintained our position below target in gender pay equity. Over the past three years, our Median Total Remuneration (-1.3%) and Median Base Salary (0.00%) have remained well below our internal benchmark (0.05%), below the WGEA target (+5%), and significantly below the sector-wide industry benchmark (8.2% and 8.4%, respectively). These results reinforce our ongoing commitment to fair and equitable pay practices, and we will continue to lead by example in closing gender pay gaps across all levels across our campuses.

## Recognising Excellence Through Our Staff Values Awards

Our people are the foundation of our success, and their commitment to our values shapes the culture across our global campuses. Through the Staff Values Awards Program, we celebrate the extraordinary contributions of our staff, who bring our values to life every day. In 2024, we received over 460 nominations from peers across our campuses. This is a powerful testament to the deep dedication, collaboration, and excellence that defines who we are. These awards not only reflect the profound impact our people have in creating a vibrant, values-driven community they also allow us to celebrate the amazing achievements of our staff. This year we were excited to welcome our staff at our newest campus, UOW India to our awards program.

## Building an Engaged Workplace

In 2024 we conducted our Global Staff Engagement Survey. Our last benchmark survey was conducted in 2019, pre covid, so much has changed since then. The way we approach our work has shaped our future and is the key to success. The outcomes of the 2024 survey are very pleasing with all our campuses experiencing high engagement scores which exceeded benchmarks set by organisations in both the Higher Education and Tertiary Education sectors. We value the feedback of our staff and believe that this is reflected in the positive outcome. This result is testimony to the continuing dedication of our staff and leaders to build a culture where everyone is respected, recognised and encouraged to be the best they can be.



## Modern slavery and Statement of Steps – Procurement of Goods and Services

The University of Wollongong's Modern Slavery Statement, developed in conjunction with UOWGE under the Modern Slavery Act 2018 (Cth) contains important steps taken by the University and its Controlled Entities to address modern slavery, including developing a Supplier Code of Conduct, negotiating safeguards concerning modern slavery in our contractual arrangements and having a dedicated modern slavery website for staff and students.

To ensure that the procurement of goods and services for the UOWGE Group were not the product of modern slavery (within the meaning of both the NSW and Commonwealth Acts), in 2024, UOWGE undertook the following steps:

- Continued to conduct due diligence by surveying current and future suppliers/ contracts to identify risks
- Commenced a review of the global Procurement framework, introducing risk mitigation strategies
- UOW Australia, UOWGE's parent company, joined the Anti-Slavery Program of the Australian University Procurement Network. UOWGE is fully committed to ongoing transparency and analysis of our supply chains and operations to ensure the continuous improvement of our efforts to identify and address modern slavery in our procurement practices.

## Looking Ahead

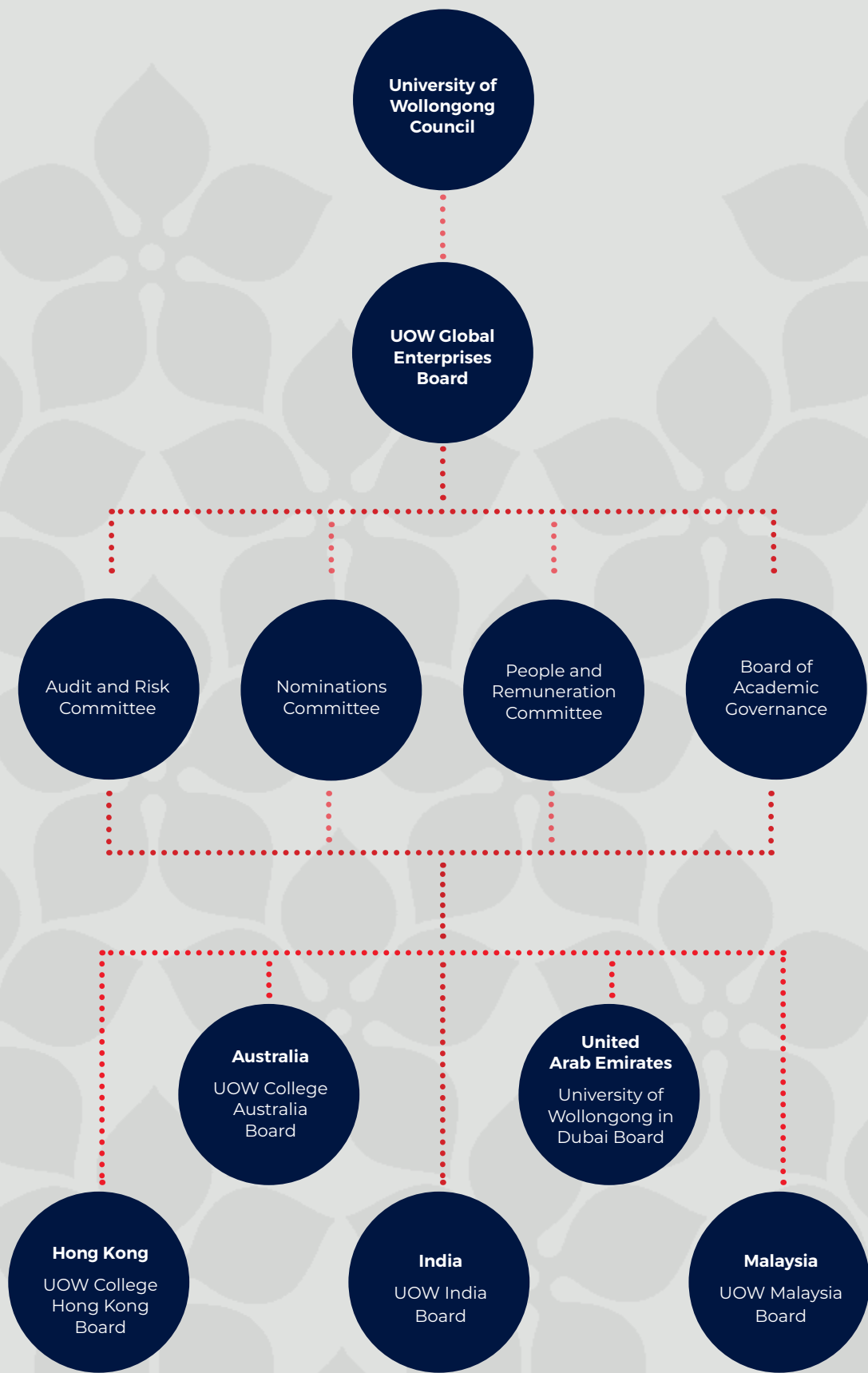
Over the next twelve months, we will launch a series of transformative initiatives designed to unlock the full potential of our people and shape the future of our global community. These include the introduction of a Global Mobility Program for staff and students, creating unparalleled opportunities for cross-cultural exchange, learning, and international collaboration.

We will also implement a new Succession Program to strengthen our leadership pipeline and prepare the next generation of changemakers, while our new Global Learning Platform will open up access to world-class professional development resources, anytime, anywhere.

To support personal growth, career development, and meaningful performance conversations, we will be rolling out a state-of-the-art Human Capital Management System. This will serve as a powerful tool for career planning and development across all levels of the organisation. And, most importantly, we are reaffirming our commitment to safe, inclusive, and respectful workplaces, not just for our staff and students, but for every person in our community, including contractors and partners.

Together, these initiatives represent more than operational improvements, they are a declaration of who we are and what we stand for: a global community that invests in people, nurtures talent, and creates pathways for growth and success.

# Governance Structure





# Our Global Leadership Team

## Institutional



**PROF. MOHAMED-VALL  
M. SALEM ZEIN**  
President, University of  
Wollongong in Dubai



**JENNIFER NG**  
UOW Malaysia CEO  
UOWGE CEO Asia



**CURRIE TSANG**  
President  
UOW College Hong Kong



**FELIX LANCELEY**  
General Manager  
UOW College Australia

## Corporate



**PROF. CHRISTIAN RITZ**  
Dean Global Academic  
Affairs



**WILLIAM ZONDAG**  
Executive Director  
Corporate Services/CFO



**KERRIE FIELD**  
Executive Director  
People & Culture



**KATH McCOLLIM**  
Executive Director Global  
Student Recruitment &  
Business Development



**LOUISE SILVESTRI**  
Executive Director  
Business Transformation



**PASCAL ADOLPHE**  
Executive Director  
Business Innovation and  
Global Partnerships



**BHARAT MEHRA**  
Head of Strategy



**DEEKSHA KUMAR**  
General Counsel

# Our Board



## MR JOHN M. GREEN (CHAIR)

Mr John M Green, who serves as Chair, was appointed in May 2022. John is PwC's first independent non-executive Governance Board chair. He has significant director and governance experience across various domestic, international, large-scale, founder-led, private, ASX-traded, and Government organisations.

His other current non-executive director roles are at Challenger Limited and the Cyber Security Cooperative Research Centre. He was also a non-executive director of global professional services firm Worley (before and after ASX-listing), and was Deputy Chair of QBE Insurance. He has also been director of a number of not-for-profit organisations, including CIS.

John's executive career spanned 30 years, as a partner in two law firms and then as an investment banker at Macquarie Group. John is also a novelist, with six crime thrillers to date, and co-founded independent book publisher Pantera Press.



## MS MARISA MASTROIANNI

Marisa Mastroianni is group Chief Executive Officer and Managing Director of UOW Global Enterprises.

Marisa is an experienced CEO and non-executive Director. Previously Marisa has held senior financial and executive roles in the maritime, health, retirement and aged care sectors. Marisa is a director of NRMA Ltd, where she chairs the Audit and Risk Committee and is a member of the Finance and Investment and the Governance, Compensation and Nomination Committees. She is also actively engaged in the Illawarra Regional Advisory committee of Venues NSW and serves as a Director of the Justice and Forensic Mental Health Network Board. In the past, she held the position of Director and Chair of the Audit and Risk Committee for the Illawarra Shoalhaven Health District Board.



## MR GREGORY WEST

Greg West serves as Deputy Chair on the UOW Global Enterprises Board. Greg is a chartered accountant and is a member of the University of Wollongong Council and Chair of the People and Culture Committee.

He is a Director of IDP Education Limited and Executive Chairman of Education Australia Limited. In recent years, he was Chief Executive Officer of a dual listed ASX/Nasdaq biotech company. He has worked at PWC and has held senior finance executive roles in investment banking with Bankers Trust, Bain & Company and Deutsche Bank. Greg is also a Director of the St James Foundation Ltd.

Current roles and responsibilities within UOWGE are:

- Deputy Chair of UOWGE Ltd
- Member of the UOWGE Audit and Risk Committee
- Member of the UOWGE People and Remuneration Committee
- Member of the UOWCHK Board of Governors and College Council

# Our Strategic Plan

UOWGE adopted a new **Strategic Plan 2024-26 "Unlocking Global Potential"** with a focus on extending our global reach, as well as strengthening our core business. Through building capacity via collaboration and professional development, as well as enhancing business systems and processes to support growth and scale, we are equipping the business for future growth aspirations whilst maintaining the highest quality standards.

UOWGE is committed to building a stronger, more interconnected and future ready community, to support emerging technologies and future skills requirements, ensuring that our graduates are equipped with the skills required for Industry and Government needs. Our global footprint enriches the education journey, offering dynamic learning environments for students and staff where ideas and experiences transcend global barriers and offer diverse perspectives unlocking global potential.



#### MR ROBERT RYAN

Robert Ryan is currently the Chief Executive of IMB Ltd, one of Australia's largest mutual banks.

He formerly held the role of Deputy Chancellor of the University of Wollongong and was a long-serving member of UOW Council.

Robert is a Director at Australian Settlements Limited, an Australian Payments company, where he is a member of the Digital and Audit Committees and Director and the Deputy Chair of the Flagstaff Group a not-for-profit, supported disability employment enterprise. Prior to joining IMB, Robert held the position of Managing Director at Australian Resources Limited.

Current roles and responsibilities within UOWGE are:

- Director of UOWGE Ltd
- Member of the UOWGE People and Remuneration Committee
- Chair of UOWD Ltd
- Chair of UOWD FZ-LLC
- Member of the UOWCHK Board of Governors



#### MS ARLENE TANSEY

Arlene is a Non-Executive Director of Aristocrat Leisure Limited, McMillan Shakespeare Group, Lend Lease Real Estate Investments Limited, LaTrobe Financial and the Australian National Maritime Museum. Arlene Chairs the Serco Asia-Pacific Advisory Board and the Audit Committees of Aristocrat and the Australian National Maritime Museum.

Before becoming a non-executive Director, Arlene worked in commercial and investment banking in Australia (ANZ Banking Group and Macquarie Bank) and in investment banking and law in the United States. She holds a Juris Doctor from the University of Southern California Law Centre and an MBA from New York University. She is a member of Chief Executive Women, the International Women's Forum and is a Fellow of the Australian Institute of Company Directors.



#### MR MURRAY WALTON

Murray brings a wealth of experience with over 14 years dedicated to the international higher education sector, indicating a deep understanding of the industry's dynamics, challenges and opportunities.

His tenure on subsidiary boards within IDP showcases his extensive involvement in strategic decision-making processes, governance frameworks and operational oversight, providing him with a nuanced perspective on the intricacies of managing diverse educational ventures across various geographies.

Murray's significant international exposure, particularly in Asia and the Middle East, underscores his ability to navigate cultural nuances, regulatory landscapes, and market dynamics, essential qualities for effective leadership and decision making in a global higher education company.

#### RETIRED BOARD MEMBERS (2024):

Patricia Davidson  
 Noel Cornish  
 Wendy Gan  
 Matthew Wright (2025)



Strategic  
Goals



Strengthen  
the Core



Expand our  
Networks



Unlock Global  
Capacity



Supercharge our  
Capabilities




Fill the Global  
Skills Gap



24  
PROGRAMMES



3  
NEW PROGRAMMES



3,271  
PROGRAMME  
ENROLLED STUDENTS



261  
STAFF



1,612  
GRADUATES

# UOW College Australia

In 2024, UOW College continued to prioritise fostering an inclusive, supportive, and flexible workplace, a commitment that was affirmed by our employees in the recent staff survey. An impressive 80% of respondents expressed positive engagement with the organisation, reflecting its reputation as a desirable place to work.

Our unwavering focus on quality education was reinforced this year with the renewal of our registration as a Registered Training Organisation and Vocational Education and Training (VET) CRICOS provider by the Australian Skills Quality Authority (ASQA) for the maximum duration of seven years, without any conditions.

In the VET sector, significant growth was seen with the expansion of programmes like the Diploma of Nursing at Liverpool. We also strengthened our connections with the local community and industry, broadening our impact beyond traditional face-to-face learning environments through initiatives like school-based traineeships and industry training.

While we experienced strong growth in domestic academic programmes, the international market faced significant challenges in 2024 due to shifting Australian government policies, resulting in increased visa refusal rates and uncertainty about international student enrolment caps. These issues led many prospective international students to reconsider Australia as a study destination, contributing to a decline in enrolments in the College's English language programmes—a trend expected to persist into 2025.

However, our educational study tour programme saw growth, especially among students studying English. Without the need to apply for a student visa, which carries certain restrictions, the programme continued to flourish in 2024, maintaining the positive trajectory from 2023.

Additionally, our long-established offshore partnerships continued to thrive, contributing to an increase in enrolments in UOW College English programmes delivered through transnational education arrangements. For example, the English for Tertiary Studies programme expanded to three locations in China in 2024, with the addition of Zhengzhou University, supporting degrees offered by the Faculty of Engineering and Information Sciences at UOW. We are committed to broadening the scope of programmes offered through these partnerships in 2025.

Our Homestay programme also continued to grow, accommodating 60 study tour and language groups, with a total of 1,082 participants. This programme fosters cultural learning for international students and local families. Additionally, Homestay families contributed \$1.6 million to the local community in 2024 through their hosting efforts.

Reflecting on 2024, we remain focused on delivering high-quality education while maintaining strong community and industry partnerships. Our adaptability in a changing environment ensures that our educational offerings remain student-focused and transformative.





### **Khotwa students thrive with the support of ELICOS teachers**

The first group of students in the RiseUp Programme, known as Khotwa in Arabic and supported by the Abu Dhabi Department of Education and Knowledge, arrived in Wollongong in 2024. They began their studies at UOW College, focusing on English, before progressing to academic pathways and eventually pursuing degrees at the University of Wollongong. The students have highlighted the exceptional support from ELICOS teachers as a key factor in their positive experience, creating a welcoming environment that enhances language development. Due to positive feedback, more students are expected to join the programme in 2025.

### **Quality Endorsement by NEAS for UOW College Homestay**

In 2024, the UOW College Homestay Programme received the NEAS Quality Endorsement in recognition of its commitment to providing high-quality services to students and local hosts. NEAS assessed the programme against the Quality Assurance Framework, focusing on governance, management, student safety, and welfare. The programme was endorsed as a Quality Product, with particular praise for the clear expectations outlined for students and host families. NEAS also commended the support provided for students under 18, including welfare sessions and host family training, ensuring a safe and comfortable living environment for all participants.





47

PROGRAMMES



1

NEW PROGRAMME



6,306

PROGRAMME  
ENROLLED STUDENTS

376

STAFF



841

GRADUATES



# University of Wollongong in Dubai

2024 has been another remarkable chapter in UOWD's journey, marked by significant growth, strategic achievements, and a continued commitment to excellence in education.

This year, UOWD set a milestone with a record-breaking 4,726 students enrolled in Autumn, including 2,218 new commencements, marking a 19% increase from 2023. International enrolments rose by 48%, while the domestic market remained strong, reinforcing UOWD's regional and global appeal.

Postgraduate growth was largely driven by international students, with the Master of Business programmes performing strongly. Newer programmes like Business Analytics, Digital Media, and Digital Transformation performed well alongside established offerings such as Engineering Management and Supply Chain. At the undergraduate level, Business degrees led growth, making up 58% of enrolments, followed by Computer Science at 27%. The soft launch of the Bachelor of Psychological Science enrolled 15 students in its first intake, with growth expected in 2025.

The 2024 graduation ceremony saw 841 students graduate, bringing UOWD's total alumni count close to 15,000. The event was attended by His Highness Sheikh Hasher Al Maktoum and His Excellency Mr. Ridwaan Jadwat, the Australian Ambassador to the UAE. UOWD also hosted a memorable Alumni Awards Ceremony, attended by UOW Chancellor Michael Still, UOWGE Chairman John Green, and UOWGE Managing Director and Group CEO Marisa Mastroianni.

This year, UOWD's School of Business, alongside UOW, achieved the renewal of professional accreditation by AACSB for all business programmes. The AACSB report praised the seamless integration of academic teaching, research, and effective policies and relationships within the institution.

In terms of quality assurance, UOWD achieved two significant ISO certifications in 2024: ISO 45001:2018 for Occupational Health and Safety, and ISO 31000 for Risk Management Guidelines. These certifications underscore UOWD's commitment to the safety and well-being of its community and enhance its risk management processes.

UOWD also made strides in research, with 182 publications identified in SCOPUS and a notable increase in Q1 journal articles. The University secured three major grants from the Dubai Research and Development Initiative (DubaiRDI) for AI and technology-based projects.

Late in 2024, the UAE Government unveiled a new framework for licensure and accreditation focused on measurable outcomes like graduate employability, skills, learning outcomes, and research collaboration. UOWD's continuous commitment to high-quality education aligns perfectly with these new guidelines.

In summary, 2024 was a year of exceptional growth and achievement for UOWD, reinforcing the University's dedication to academic excellence, student success, and impactful community contributions.



## UOWD Students' Success in Global Coexistence Programme

A group of six Bachelor of Communication and Media (BCM) students from the University of Wollongong in Dubai (UOWD) participated in an international programme organised by the Manara Center for Coexistence and Dialogue in Abu Dhabi. The programme focused on promoting tolerance, coexistence, and peacebuilding. The students worked on the Rufescent project, raising awareness and promoting social change. Their efforts earned second place and a USD 3,000 prize. In the second phase, they created a campaign with a graphic novel, short documentary, and social media materials, winning another USD 3,000 and being invited to the Project Showcase event.

## New Industry-Based Capstone Initiative Enriches Final-Year Experience for Computer Science Students

The School of Computer Science successfully launched the Industry-Based Capstone Project Initiative, providing students with real-world, work-integrated learning experiences. Students collaborate with companies on industry-sponsored projects, supported by both industry mentors and academic supervisors. This year, 250 senior CS students across 50 teams worked with 14 leading companies, gaining hands-on experience and developing in-demand skills. Projects spanned sectors such as law enforcement, gaming, cybersecurity, education, and digital transformation. Notable partners included Dubai Police, Dunkin Donuts, and TeachMeCode. The initiative culminated in UOWD's Innovation Fair, where students showcased their solutions, leading to internships, interviews, and career opportunities.



## High-Quality Research and Growing External Funding

UOWD is boosting the quantity and quality of research publications, as reflected in field-weighted citation metrics. External funding is also rising, with UOWD securing competitive grants, including the Dubai Research and Development Initiative (DubaiRDI), for projects on AI in Electric Vehicles, trust in AI, and wireless powering for IoT in Smart Cities.



  
35  
PROGRAMMES

  
3  
NEW PROGRAMMES

  
2,559  
PROGRAMME  
ENROLLED STUDENTS

  
213  
STAFF

  
758  
GRADUATES



# UOW College Hong Kong

In 2024, UOW College Hong Kong (UOWCHK) experienced remarkable growth, rebounding from previous challenges and cementing its reputation as a leading University College in the region. With a 56% surge in applications and a 33% rise in enrolments. The modern Tai Wai campus played a pivotal role in this success, offering a cutting-edge learning environment that appealed strongly to prospective students.

Following the Programme Area Accreditation (PAA) and Learning Programme Re-accreditation exercises conducted by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ), UOWCHK secured PAA recognition at Qualifications Framework Level 4 in four disciplines: General Business Management, Transport and Logistics, Computer Science and Information Technology, and Languages and Related Studies, with a validity period of five years. A notable academic expansion included the launch of the part-time Bachelor of Social Science (Honours) in Social Work in September 2024. The College also completed the accreditation and qualification recognition procedures to develop its Associate Degree in Social Work into a Higher Diploma, thereby strengthening the practical elements of the programme. The new programme will be rolled out in September 2025.

Additional programmes introduced included the Diploma of Applied Education (DAE) for secondary school leavers and adult learners, Applied Learning courses for secondary

students, and employee-targeted programmes via the Employees Retraining Board (ERB). UOWCHK also embraced technology by integrating AI tools into teaching, learning and administration. AI workshops empowered students and staff to enhance creativity, learning outcomes and operational efficiency.

The graduation ceremony in November featured Mr Nicholas Brooke, Chair of the UOWCHK Board of Governors, and a keynote speech from Mr Alastair McEachern, Deputy Consul-General of Australia. More than 65% of associate degree graduates pursued further studies, whilst 83% of job seekers found employment within two months – an 8% improvement over the previous year.

Aligning with the Hong Kong Government's educational directives, the College embedded National Security Law (NSL) content into general education courses across all programmes starting in the 2024-25 academic year, aiming to strengthen student's understanding of legal responsibilities and civic values.

Research activities gained traction, with the College Research Committee approving eight internal projects including finance, meditation, Chinese literature and social work. Four staff members, past and present were registered under UOW's PhD scheme. Monthly 'brown bag' seminars enabled internal research sharing and encouraged academic collaboration.



UOWCHK's "Own Your Future Now" marketing campaign expanded brand visibility through digital media, collaborations with Key Opinion Leaders, and school outreach programmes that reached over 2,100 students. The use of iconic Australian animal mascots helped strengthen its international identity.

The College also supported student development through orientation programmes, a mentorship scheme with 86 mentors, and scholarships totaling HK\$1.43 million awarded to 81 students. Around 270 students gained practical experience through internships, fieldwork, and career training with over 60 employers. A successful two-day Career Fair with 17 companies further prepared students for the workforce.

In all, 2024 was a transformative year for UOWCHK—defined by academic advancement, technological integration, and a continued focus on student success.

## Supporting Emerging Researchers and Campus Collaboration

UOWCHK supports emerging researchers with internal grants in areas like Chinese History, Sociolinguistics, Education Pedagogy, and AI. A new seminar series fosters a vibrant research environment, and UOWCHK staff continue pursuing PhDs supervised by UOW.

## Staff Profile

### Dr. Hitoshi Murakami

Since joining the College in 1998, Hitoshi Murakami has been a dedicated educator, shaping the academic landscape of Japanese language, culture, and society. His commitment to student development extends beyond the classroom, as he has played a pivotal role in creating and organising extracurricular activities that enhance the learning experience of students. Notably, his study tours to Japan offer students invaluable opportunities to immerse themselves in Japanese culture, providing firsthand exposure to the language, people, and society. Hitoshi manages all aspects of these tours, including student briefings, liaising with institutions in Japan, negotiating itineraries, and arranging travel logistics as well.

As the Programme Leader for the Bachelor of Arts in Japanese Studies, Hitoshi has been instrumental in increasing the programme's attractiveness. Among his significant contributions was the establishment of a one-year academic exchange programme with Ibaraki University in Japan. He also facilitated a short-term exchange programme involving Japanese students at UOWCHK, and helped secure an agreement with Senshu University in Japan for student exchange opportunities.

Beyond his role at the College, Hitoshi is a respected figure in the broader Japanese language education community in Hong Kong. Currently serving as the Vice President of the Society of Japanese Language Education Hong Kong, he fosters strong relationships not only with educators but also with the Public Relations and Cultural Affairs Division of the Consulate-General of Japan in Hong Kong.

Hitoshi's current academic interests centered on exploring research on the expectations and requirements of Japanese companies in Hong Kong for Japanese-speaking personnel. This research aligns closely with the programme's graduate attributes, ensuring that students are well-prepared for their professional futures.



(Left) Ambassador Jun MIURA, Consul-General of Japan in Hong Kong and Dr. Hitoshi Murakami (Right)



83  
PROGRAMMES



4  
NEW PROGRAMMES



4,695  
PROGRAMME  
ENROLLED STUDENTS



480  
STAFF



1,447  
GRADUATES



UOWM Glenmarie capus staff and students usher in the Chinese New Year with the lion dancers.

In 2024, UOW Malaysia made significant progress across strategic development, campus upgrades, digital transformation, and academic-industry partnerships—reinforcing our commitment to delivering future-ready education.

A key milestone this year was the submission of our application to upgrade the Penang campus to full university status. This move, supported by the Ministry of Higher Education, marks a pivotal step in our long-term growth strategy.

In order to streamline and consolidate the Penang campus operations, plans were launched to vacate the Georgetown campus and relocate to the Batu Kawan campus. The move, scheduled for completion by end-2025, will bring students and staff together in a single, strategic location. Renovation and construction of new culinary facilities also received the green light after extensive planning and local authority approvals.

November 2024 saw the successful rollout of a new Student Information System across all campuses—an ambitious project delivered in collaboration with UOW Australia, UOW Global Enterprises, and external vendors. Concurrently, our

finance and HR departments implemented upgraded systems, modernising administrative functions to improve efficiency and user experience.

UOW Malaysia KDU Penang University College became the first Southeast Asian institution to join Intel's University Shuttle Program—a major academic-industry milestone. This partnership grants access to Intel's advanced i16 Process Design Kit (PDK), enabling cutting-edge chip design research.

In July, we launched the UOWM-Intel Integrated Circuit Design Centre of Excellence at the Batu Kawan campus. Funded by a grant from UOW Australia and supported by Cadence, the Centre offers students advanced training and positions UOWM as a leader in semiconductor innovation.

This collaboration between UOW Malaysia, Intel and the UOW network of campuses is groundbreaking on many levels – our students will have access to advanced technology and training to become readily employable in the semi-conductor industry, providing them with a cutting-edge advantage. The IC Design Centre of Excellence is poised to become an incubator for ideas, creativity, research, innovation and invention.



Our mission to offer an industry-relevant curriculum was strengthened through 18 Industry Advisory Panels, involving 66 experts ensuring academic programs remain aligned with market needs. In 2024:

- 898 students completed internships at 677 companies
- Over 150 industry events were held, including talks, workshops, and career fairs
- Staff and students engaged in multiple research and development collaborations with industry

UOW Malaysia continues to deliver career-ready graduates, with 82% employed shortly after graduation. This success was recognised when we received 6 stars—the highest rating—in the Talentbank National Graduate Employability Index (4th Edition, 2024), placing us among Malaysia's top 56 higher education institutions for graduate employability.

2024 has been a defining year of progress and purpose. From technological upgrades to academic breakthroughs and industry recognition, UOW Malaysia is set on a bold trajectory. We remain committed to nurturing talent, leading innovation, and shaping a generation of graduates ready to meet the challenges of tomorrow.



Australian Foreign Minister Senator Penny Wong opens the ANCORS-UOWM Southeast Asia Maritime Institute.

## ANCORS-UOWM Southeast Asia Maritime Institute Launched

A landmark moment in 2024 for UOW Malaysia was the official launch of the ANCORS-UOWM Southeast Asia Maritime Institute, held at the Glenmarie campus on 4 December 2024. The event was officiated by Australian Minister of Foreign Affairs, Senator Penny Wong, and attended by prominent dignitaries, including Her Excellency Danielle Heinecke, Australian High Commissioner to Malaysia, alongside Malaysian government representatives.

In her address, Minister Wong highlighted the significance of this initiative:

*"It demonstrates how Australia and Malaysia can work together, with our partners in Southeast Asia, to improve our collective maritime capabilities, deepen our understanding of international law, and help assure the rules and norms that support our region."*

The Institute is a joint effort between UOW Malaysia and **ANCORS (Australian National Centre for Ocean Resources and Security)**—the only multidisciplinary,

university-based centre in the Southern Hemisphere focused on ocean law, maritime security, and marine resource management.

This collaboration marks a strategic expansion of UOWM's academic footprint and a commitment to addressing critical maritime issues in Southeast Asia and beyond.

Earlier in 2024, UOWM and ANCORS introduced two flagship programs:

- The ANCORS Graduate Certificate in Maritime Studies
- The Southeast Asian Women in Maritime Security Program

Strategically located near Kuala Lumpur, the Glenmarie campus is well-positioned to serve students across the ASEAN region. Future plans include welcoming students from the broader Indian Ocean Region, leveraging Malaysia's role as a key regional hub with direct links to India, Bangladesh, Sri Lanka, and the Maldives.

This partnership positions UOWM at the forefront of maritime education and policy in Southeast Asia.



# UOW India



UOW India, UOWGE, UOW and local dignitaries at the opening of UOW India in GIFT City, November 2024.

## UOW Global Enterprises Welcomes First Cohort at UOW India

In November UOW India opened its doors to an exceptional first cohort of students studying post-graduate FinTech. In the same month the official launch of UOW India at its purpose-built campus in GIFT City, Gujarat took place. This marks a major milestone—bringing world-class Australian education directly to India. Students have opted to study at the Graduate Certificate, Masters and Masters Extension levels.

## A Landmark Campus in GIFT City

The GIFT City campus is designed to foster lasting connections and create real opportunities for students and communities alike. It also reflects the growing importance of the India–Australia relationship and the ever-increasing contribution of offshore institutions like ours to higher education globally.

## A Global Education Experience at Home

India's rapid growth in technology and the economy has made it a key player on the global stage. Due to the investment in UOW India, students no longer need to travel overseas to access a top-tier Australian education—we have brought it directly to them in India's first operational smart city.

Our students in GIFT City have begun their learning journey with the same high academic standards as those at all of our campuses around the world. To reinforce this global learning experience, our inaugural cohort was treated to a fully funded trip to our Dubai campus—offering them valuable international exposure and connection with our global network.

## Industry Partnerships and Government Support

UOW India students commenced their post-graduate curriculum, with industry accredited training alongside. UOWI's first global industry partner, IBM ICE is UOWI's first global industry partner and has brought cutting-edge expertise to the classroom, helping shape a future-focused curriculum in fields like artificial intelligence, cloud computing, big data, cybersecurity, gaming, blockchain, and more.

Our journey into India was made possible with strong support from the NSW Government, which has maintained a sister-state relationship with Gujarat since 2015. Their guidance and introductions to key government officials and business leaders in Gujarat played a vital role in bringing the UOW India campus to life.

## Students gain hands-on learning experience with FinTech experts

The inaugural cohort from the University of Wollongong (UOW) India recently completed a five-day immersive program at UOW's Dubai campus. Designed to extend learning beyond the classroom, the program offered a powerful combination of academic engagement, global networking, and direct industry exposure.

Students interacted with UOW Dubai faculty and leadership, gaining insights into international academic perspectives. The experience also featured sessions with industry leaders, including sustainability experts from Deloitte, AI and Web3 specialists, and FinTech innovators. Among the notable speakers were Dr. Mohan Guruswamy from the World Free Zone Organisation and Mr. Izmir Khan from Crypto.com, who provided in-depth perspectives on global financial ecosystems and emerging technologies.

Workshops and panel discussions covered advanced topics such as sustainability frameworks, predictive analytics, and cryptocurrency regulatory environments. In addition, students participated in professional development modules focused on enhancing CVs and refining business pitches.

A key highlight was a competitive innovation showcase, where students presented their ideas to a panel of

industry professionals. Top performers received cash awards and were considered for potential internships. The event also fostered valuable connections, with many students initiating discussions with professionals and expanding their LinkedIn networks for future collaboration.

Dr. Rajsee Joshi Shah, Assistant Professor of Financial Technology at UOW India, who accompanied the group, described the program as a transformative opportunity that bridged the gap between academic knowledge and real-world application. She emphasised the value of direct engagement with global industry leaders and the potential for future research partnerships.

Dr. Kiran Trivedi, Associate Professor of Computing, echoed this sentiment, noting the multidimensional learning experience students gained. He highlighted how the visit set the stage for academic and industry collaboration, including interest from leaders in student-led projects and MVP development.

Master of FinTech student Cerin Elsa Joji, recipient of UOW India's inaugural Women Leaders in FinTech Scholarship, shared how the immersive experience enriched her academic journey. Coming from an economics background with limited prior industry exposure, she found the access to global experts and meaningful discussions invaluable for her professional development.







UOW  
GLOBAL  
ENTERPRISES

# 2024 Annual Report

Unlocking Global Potential