



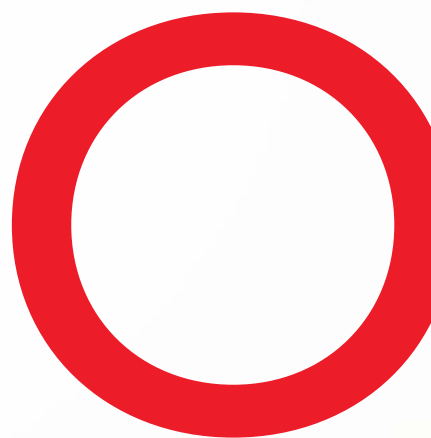
UOW
COLLEGE
HONG KONG
香港伍倫貢學院

Part of
**UNIVERSITY
OF WOLLONGONG
AUSTRALIA**

POSITIONING FOR SUCCESS

2025-2030

Strategic Plan



Overview: UOW College Hong Kong (2025-2030)

The strategic plan for UOW College Hong Kong (UOWCHK) from 2025 to 2030 is designed to respond to the rapidly evolving landscape of tertiary education in Hong Kong, characterised by economic growth and diversification. As the region continues to solidify its status as a global financial hub while integrating into the Greater Bay Area (GBA), there is an increasing demand for skilled professionals across sectors such as finance, technology, innovation, international trade, aviation and logistics etc. This economic transformation is not only expected to create new job opportunities but precipitates skills shortages that must be addressed to sustain continued growth. UOWCHK recognises its pivotal role in tackling these challenges by equipping students with the necessary competencies to excel in this dynamic environment. The College is fully aware that demographic changes such as a declining youth population will require innovative approaches to attract and retain students, including adult learners and those from Mainland China. As a unique self-financing higher education institution with an overseas parent university which campuses span across various parts of the world, the College will capitalize on its international connection with the University of Wollongong (UOW) to contribute to the making of Hong Kong an international education hub.

With over 30 years of experience in delivering quality higher education in Hong Kong, UOWCHK has established a strong reputation for preparing students for in-demand jobs. The College's historical track record and positive student outcomes underscore its commitment to educational excellence. We recognize the need to navigate challenges posed by increasing competition from various educational providers. By leveraging our expertise and focusing on market-driven programmes, UOWCHK is well-positioned to capitalise on emerging opportunities through a strategic plan that includes differentiated degree programmes and reskilling courses tailored to meet industry needs. This approach not only enhances the student experience but also ensures that UOWCHK graduates possess relevant skills aligned with the demands of an evolving job market.

The strategic pathway outlined in this plan emphasizes the adoption of innovative pedagogies and learning models aimed at fostering lifelong learning among students. This focus is crucial given the intensifying competition for students from diverse educational backgrounds and regions. By integrating UOW programmes and Reskill-Upskill-New Skill (RUN) initiatives, UOWCHK aims to create a comprehensive educational ecosystem supported by robust brand-building efforts, marketing initiatives, and strong partnerships with key stakeholders. We are fully aware that regulations and policies in Mainland China will require careful navigation. A people-centred, data-driven approach will ensure that UOWCHK remains agile and responsive to these challenges while aligning seamlessly with its vision for 2025-2030.

This framework will serve as a foundation document that aligns with our strategic goals and pathways. During the plan's implementation, we will face challenges and fierce competition that will require support from UOW, UOW Global Enterprises, as well as UOW's global campuses. UOWCHK's primary aims remain to continue meeting the needs of our students while contributing meaningfully to Hong Kong's sustainable development and economic growth. This strategic plan not only outlines our commitment to educational excellence but also puts us at the forefront of adapting to an ever-changing educational landscape.



Strategic Framework

Purpose

POSITIONING FOR SUCCESS

The 2025-2030 Strategic Plan of UOW College Hong Kong aims to focus efforts in key areas to drive long term and sustainable growth. The College will work towards this aim by developing and offering differentiated programmes that embrace innovative teaching, learning, research and technologies, and are tailored to the market needs - delivering superior student experience and outcomes, underpinned by vigorous brand building and marketing initiatives, engagement and partnerships with key stakeholder communities, and a people-centred, data and technology-based culture to improve operational efficiency.

Vision

UOWCHK aspires to be a leading university in Hong Kong with an outstanding reputation for the professionalism of its graduates.

Mission

UOWCHK's mission is to nurture, support, and educate students to produce graduates who are highly regarded for their capabilities and skills. By leveraging its unique position as part of the UOW global network, the College provides students with enriching international experiences and diverse global perspectives. We strive to excel in teaching, learning, student outcomes and research, in a culture centred on people, sustainability, innovation, technology and growth. We aim to build strong and connected presence within our local, regional and global communities.

Values



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



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



Strategic Framework



Domains

Aspirations

Strategic Goals

EDUCATION AND OUTCOMES

We deliver superior educational experience and outcomes

1. Develop and deliver differentiated and in-demand programmes with clear pathways
2. Ensure strong learning outcomes with curricula aligned to market needs
3. Adopt innovative pedagogies and models to foster lifelong learning
4. Enrich student experience through technology and cross-campus collaborations

COMMUNITY AND PARTNERSHIPS

We connect and engage with stakeholder communities

1. Strengthen collaboration with UOW's global campuses and other foreign institutions
2. Collaborate with industry and professional bodies to enhance student learning and employment outcomes
3. Maintain strong relationships with government and regulatory bodies
4. Develop a supportive alumni network to enhance brand awareness and collaborations

BRANDING AND REPUTATION

We build strong UOW brand awareness

1. Develop a comprehensive marketing strategy to enhance brand awareness
2. Streamline the student recruitment funnel and admissions process

RESEARCH AND CENTRES OF EXCELLENCE

We strengthen research framework and culture

1. Strengthen framework to foster research excellence
2. Establish policies and support to enhance staff research

PEOPLE, SUSTAINABILITY AND GROWTH

We build a people-centred culture geared towards sustainability and growth

1. Promote culture of diversity, inclusion and equity
2. Build a system of innovation and operational efficiency through new technologies and data analytics
3. Leverage people, processes and technology to drive continuous exploration of new growth opportunities

WE DELIVER SUPERIOR EDUCATIONAL EXPERIENCE AND OUTCOMES

We are committed to provide students with a stimulating, transformative and global learning experience to widen their horizons and improve their preparedness for a fast-changing world.

Develop and deliver differentiated and in-demand programmes with clear pathways	Ensure strong learning outcomes with curricula aligned to market needs	Adopt innovative pedagogies and models to foster lifelong learning	Enrich student experience through technology and cross-campus collaborations
Marketing Research and Benchmarking: - Conduct in-depth market research to identify emerging fields and community needs to offer in-demand programmes catering to market needs - Benchmark academic programmes against offers in the field to ensure competitiveness and differentiation Programme Evaluation: - Evaluate the quality and effectiveness of each academic programme, incorporating feedback from all stakeholders Programme Development: - Develop a range of in-demand programmes, including UOW master's degrees, upskilling and re-skilling courses which focus on emerging skills and knowledge, in collaboration with industry bodies	Engage Industry and Academic Experts: - Engage industry and academic experts in curriculum review panels to ensure that learning outcomes align with current and emerging market demands and trends Continuous Feedback: - Regularly gather feedback from stakeholders to identify areas for improvement and clear pathways Monitor Programme Compliance: - Ensure all programmes adhere to the quality assurance standards of UOW, the College, accreditation and professional bodies Integrate Technology in Learning: - Make use of technology (e.g. Padlet, Kahoot, AI, etc.) to create a more engaging learning environment, supporting students throughout their learning journey in the College	Facilities, Technology and Curriculum: - Equip classrooms with innovative teaching technologies - Strengthen education delivery via innovative teaching methods, educational technologies and blended learning - Incorporate artificial intelligence literacy into the curriculum Staff Training: - Provide training and support for faculty in developing interactive and multimedia-rich course materials	UOW Collaboration: - Embed in the curriculum learning experiences through study trips, exchange, peer learning programmes and guest lectures organised with other UOW campuses Provide Diverse Learning Activities: - Develop a range of co-curricular activities and extra-curricular activities Peer Mentoring: - Implement peer mentoring initiatives to foster a supportive learning community Internship opportunities: - Collaborate with businesses, NGOs and government bodies to create internship opportunities, part-time day release models and volunteer programmes Enhanced Services: - Strengthen student support services to include academic advising, mental health support, social activities and others, backed by innovative use of technology Retention Scheme: - Develop and implement a robust student retention strategy to support sustainable growth



INDICATORS OF SUCCESS

- Number of market-oriented differentiated programmes launched and delivered
- Number of UOW master's degree and RUN programmes launched and delivered
- Number of external accredited programmes with positive feedback
- Enrolment growth in the new and established programmes
- Increased involvement of industry and professional bodies in curriculum design
- Improvement in articulation and employment rates for graduates
- Improvement in student satisfaction and retention rates
- Improvement in student retention rates across programme
- Positive feedback from community partners on student performance

2 GOAL

WE CONNECT AND ENGAGE WITH STAKEHOLDER COMMUNITIES

We are committed to strengthen our partnerships and collaborations with the community, industry and professional bodies, alumni network, UOW's international campuses and other foreign universities as well as government and regulatory bodies to enhance students' personal, academic and professional development and employment outcomes.

Strengthen collaboration with UOW's global campuses and other foreign institutions	Collaborate with industry and professional bodies to enhance student learning and employment outcomes	Maintain strong relationships with government and regulatory bodies	Develop a supportive alumni network to enhance brand awareness and collaborations
Linkage with UOW: - Collaborate with UOW faculties for delivering differentiated top-up and master's degree programmes in line with local market needs - Implement inter-campus academic conferences to foster collaboration and cultural exchange - Conduct joint research collaborations to leverage expertise and industry network across campuses - Develop exchange programmes to facilitate student and staff mobility among campuses Partnership with Other Foreign Institutions: - Explore opportunities with other foreign higher education institutions for launching differentiated programmes and learning models in the market.	Industry Collaboration: - Collaborate with industry partners for more built-in student placements / internships to effect greater student exposure and practical experience including part-time day release models Incentives and Grants: - Offer grants and incentives in partnership with industry stakeholders to create innovative programmes, teaching ideas and use of teaching technology to deliver differentiated offerings Experiential Learning: - Offer 'live projects' with industry for final-year students to engage in real-world challenges and on-the-job training Professional Recognition: - Seek wider professional recognition of academic programmes to enhance acceptance, programme branding and outcomes - Maintain strong connections with professional bodies through ongoing professional services and collaboration Centre(s) of Excellence: - Engage and collaborate with industry partners to build industry-specific and branded centre(s) of excellence that helps to create differentiated programmes for students and partners	Government and Regulatory Bodies: - Foster closer partnerships with the Education Bureau and HKCAAVQ to achieve greater coordination - Encourage staff to engage in projects spearheaded by the government and regulatory bodies to strengthen the relationships - Maintain close liaison with relevant government agencies with a view to increasing intake quota of students from the Mainland	Alumni Connection: - Effect greater alumni support for the College's mentorship scheme - Establish an alumni association to foster community engagement and enhance word of mouth - Work with alumni to further professional links and to enhance opportunities for future graduates - Collaborate with UOW to organise events and activities to strengthen connections between UOW and UOWCHK alumni



INDICATORS OF SUCCESS

- Growth in enrolment, number of partnerships and programmes launched with key stakeholders
- Increase in number of alumni activities and engagement initiatives
- Increase in number of alumni engaged in the Mentorship Scheme for students
- Increase in number of students undertaking out-of-class activities and internships
- Increase in number of programmes with professional recognition
- Increase in incentives, grants etc. provided by government and regulatory bodies
- Increase in number of programmes and centre(s) of excellence aligned with curriculum goals and student outcomes
- Increase in number of joint programmes with international partners

GOAL 3 WE BUILD STRONG UOW BRAND AWARENESS

We are committed to enhance UOW brand visibility to attract prospective students and to position UOW College Hong Kong as a leading higher education institution with an aim to launch in-demand UOW master’s degree programmes and reskilling/ upskilling courses and to extend presence into the Greater Bay Area in Mainland China as well as adult learners in Hong Kong.

Develop a comprehensive marketing strategy to enhance brand awareness	Streamline the student recruitment funnel and admissions process
Market Research: - Conduct market research to understand target audiences, their perceptions, preferences, and our positioning opportunities for clear communication of pathways and key differentiation, across the right set of channels Targeted Digital Campaigns: - Strengthen existing online marketing campaigns on social media as well as through Key Opinion Leaders (KOLs) Website Revamp: - Improve user experience on College website through more user-friendly interface and improved searchability Community Outreach: - Proactively reach out to schools and parents associations for deeper community penetration Brand Awareness: - Develop and implement marketing strategies and annual campaigns to enhance UOW and UOWCHK brand awareness Portfolio Assessment: - Assess naming conventions of existing and new programmes to ensure clear messaging aligned with relevant industries and skills Third Party Validation: - Explore potential third-party validation of student quality / value-addedness for UOWCHK students	Data Analytics: - Develop analytics tools to track student inquiries and engagement, adjusting marketing strategies as needed Streamline Application Process: - Improve the online application platform for user-friendliness, simplifying submission and processing CRM Phase II: - Implement Phase II of the CRM systems to further enhance the student recruitment process and maximize application-enrolment conversions Personalised Communication: - Strengthen personalised communication channels like WhatsApp, SMS, and phone calls to foster relationships and boost engagement Market Benchmarks: - Analyse and benchmark student acquisition metrics and KPIs with best-in-class standards



INDICATORS OF SUCCESS

- Growth in student applications and enrolments
- Increased brand awareness and preference measured through tools like similar web and Google analytics
- Higher engagement levels on marketing platforms measured through quantitative tools
- Improved application-enrolment conversion rates across the marketing funnel
- Positive feedback from prospective students on branding efforts

4 GOAL

WE STRENGTHEN RESEARCH FRAMEWORK AND CULTURE

We are committed to foster an environment conducive to research, and to enhance research capabilities and partnerships.

Strengthen framework to foster research excellence	Establish policies and support to enhance staff research
Research Framework: - Strengthen the current framework for conducting research through external grants and partnerships Physical Space: - Allocate physical space with networking capabilities to house computing cluster at the College for research purpose Access to Research Resources: - Obtain access to high-performance computing resources, research software, and data storage solutions by collaborating with UOW faculty, industry partners and government bodies, and by acquiring support from external partnerships and grants.	External Grants Mechanism: - Enhance mechanism to facilitate staff applications for external research grants and sponsorships including those in partnership with industry bodies Incentive Scheme: - Review and strengthen the existing framework for internal funding, rewards and allowances based on measurable outputs, in alignment with the curriculum goals and target student outcomes Training: - Provide training and support for researchers in using advanced research tools, and data analysis techniques - Organize training and workshops on external grant application writing and research funding opportunities



INDICATORS OF SUCCESS

1. Growth in local, regional and global research collaborations and partnerships with corporates, professional bodies, government entities, UOW network and other institutions
2. Rise in the number and amount of external research grants received
3. Growth in amount of quality research output
4. Increase in the proportion of research-active staff
5. Improved research impact metrics such as citations, publications
6. Increased participation in international conferences
7. Positive feedback from staff on support for research activities

GOAL 5 WE BUILD A PEOPLE-CENTRED CULTURE GEARED TOWARDS SUSTAINABILITY AND GROWTH

We are committed to empower staff to build and maintain a culture that fosters professionalism and commitment and is geared towards sustainability and growth.

Promote culture of diversity, inclusion and equity	Build a system of innovation and operational efficiency through new technologies and data analytics	Leverage people, processes and technology to drive continuous exploration of new growth opportunities
Diversity, Equity and Inclusion (DEI) Plan: - Develop a local DEI plan to ensure adoption and implementation of DEI principles including diversity, equity, inclusion, unconscious bias, and cultural competence in all aspects of the College's operations Diversity Training Programmes: - Conduct training to ensure staff understanding of DEI values Inclusive Recruitment Practices: - Review the HR recruitment process to minimise unconscious bias in hiring and promotion decisions, fostering a more inclusive workplace Professional Development Workshops: - Increase workshops on relevant skills, such as leadership, communication, and technical training for improved pedagogy and continuous advancement Mentorship Programmes: - Strengthen mentorship initiatives that connect staff with experienced colleagues to provide guidance and support in achieving their aspirations Networking Opportunities: - Organize events for staff to connect with industry professionals, alumni and other organizations	System Stability and Enhancement: - Enhance the stability and functionalities of the IT systems, network, teaching facilities and learning and administrative tools to minimise disruptions and improve overall faculty and student support across their work / learning journey in the College Emerging Tools: - Collaborate with UOW IMTS to invest in artificial intelligence (AI) tools for teaching and predictive analytics Data Analytics: - Strengthen data retrieval from mobile apps, student records management, and learning management systems to streamline processes and improve operational efficiency in decision-making	New Market Segments and Opportunities: - Forge connections with universities, vocational training institutions, and industry partners in the GBA region to explore and deliver differentiated programmes and models of learning including online / blended programmes, part-time day release models, joint degrees, pathways etc - Identify and pursue opportunities in attractive market segments including short reskilling / upskilling courses, executive education programmes, joint continuing education programmes, specialist pathway programmes, consultancy services, commercialisation of services, and fundraising initiatives



✓ INDICATORS OF SUCCESS

- Successful Implementation of diversity and equity initiatives measured by
 - Improved staff satisfaction scores
 - Positive feedback from staff on the initiatives and workplace environment.
- Increased participation in professional development programmes and workshops
- Successful implementation of advanced systems, technology and tools measured by
 - Increased training in the application of advanced technology
 - Adoption and usage levels of faculty, staff and students
 - Satisfaction scores and positive feedback from staff and students
 - Improvement in decision-making process and time based on data insights
 - Other quantifiable indicators of operational efficiency across the value chain, including conversion rates and lesson preparation hours
- Number of new opportunity segments assessed, initiated and launched
- Enrolment growth across new market segments



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