



Community Engagement

- 6.1 Community Engagement at UOW
- 6.2 Planning for Quality

PLAN
 - 6.2.1 Strategic Directions
 - 6.2.2 Managing the Plan
- 6.3 Ensuring Quality

ACT
 - 6.3.1 Sharing Knowledge
 - 6.3.2 Sustainable Economic and Environmental Management
 - 6.3.3 Educational Growth and Development
 - 6.3.4 Social and Cultural Development
- 6.4 Review and Evaluation

REVIEW
- 6.5 Priorities for Action

IMPROVE

6.1 Community Engagement at UOW

Community action played a key part in bringing a university presence to the Wollongong region in 1951. Since then UOW has continued to acknowledge its essential role in the surrounding region while embracing national and international roles. These roles remain connected and co-dependent.

The growing scope and complexity of community engagement prompted a review and a subsequent move, over the past two years, towards a more coordinated and strategic institutional approach. This involved the development of a specific Community Engagement Strategic Plan to replace a more informal structure in which community activities operated under general institutional goals. A Community Engagement Committee and an Office of Community and Partnerships were established to guide and support the Plan's implementation.

One of UOW's Guiding Principles as an institution is 'community collaboration and service'. That principle embodies a dynamic, two-way relationship. It helps communities to prosper in association with a University of international reputation while allowing UOW to draw support and inspiration from the resources of its communities.

6.2 Planning for Quality

6.2.1 Strategic Directions

The Community Engagement Strategic Plan 2005–2007 supports the achievement of its strategic Goal 6: 'Productive engagement with our regional, national and international communities'.

The Plan defines the intent and scope of UOW's community role and sets the following objectives:

1. Promote the sharing of knowledge between the University and its communities
2. Contribute to sustainable economic and environmental management
3. Strengthen incentives and resources for educational growth and development
4. Take an active role in community social and cultural development and well-being

The Plan works in conjunction with the other UOW Core Function Plans as well as the Faculty Plans. It is supported by the various operational plans² for the units that support UOW's community engagement activities.

PLAN

- 1 UOW Strategic Plan 2005–2007, SM4
- 2 For example: the University Library, Aboriginal Education Centre, Research and Innovation Division and the UniAdvice Offices for Community and Partnerships and Public Affairs.

6.2.2 Managing the Plan

The Vice-Chancellor represents the institution as a whole to the public and has overall responsibility for the Community Engagement Plan. The Vice-Chancellor has recently established a Community Engagement Projects Fund³ to encourage and support research, educational or other projects which support achievement of the Plan's objectives.

Executive responsibility for operations under the objectives is shared by:

- Vice-Principal (International) for oversight of the Office of Community and Partnerships initiatives and coordination;
- Pro Vice-Chancellor (Academic) for educational and cultural activities;
- Pro Vice-Chancellor (Research) for community research links.

The Community Engagement Committee (CEC) was established in December 2004 as an advisory committee to the Vice-Chancellor; it is the formal outcome of community consultative forums. Comprising three prominent community representatives, key UOW staff and a student representative, CEC advises on the Plan's priorities, reviews performance against planning objectives annually and conducts the end-of-cycle review of the Plan every three years (see The Institution, 2.2.3).

Faculties develop and report against community engagement objectives and identify areas for improvement as part of their annual planning and review process.⁴ Professional units report on client service as part of their annual reporting and will include more specific 'community' reporting in their business plans from 2004.

The Office of Community and Partnerships (OCP) is the coordinating centre for community liaison and collaboration activities under the Plan and for monitoring planning objectives. Established in April 2004, OCP is also responsible for alumni affairs and corporate communications and sponsorship. The Office works closely with the Public Affairs unit.

ACT

6.3 Ensuring Quality

The Office of Community and Partnerships has mapped community engagement activities across UOW.⁵ Some key examples of the University's activities and outcomes are discussed below under the Community Engagement Plan's four major objectives.

6.3.1 Sharing knowledge

UOW has opened up its store of knowledge and expertise to the public through, for example, exhibitions and lectures, work-experience programs and the web. At the same time, as shown below, the community has shared in decision making on- and off-campus and provided guidance and support for UOW's developments.

3 Proposal to Establish a Community Engagement Projects Fund

4 Faculty Planning & Resource Process 2004: Reports on Community Service

5 Summary of Community Engagement Activities 2004, SM47

6.3.1.1 UOW Public Presentations

UOW contributes to public discourse through a series of lectures covering, for example, current issues in society and the arts, the economy and industrial relations and the environment.

Since 2003, three special outreach events have targeted areas of community interest: the Science Faculty's bi-monthly 'Frontiers in Science' public lecture series;⁶ the Engineering Faculty's seminars and workshops at the Futureworld Eco-Technology Centre,⁷ and 'Uni in the Brewery'⁸ where ideas and research are shared with the public in a relaxed and participatory environment. The Faculty of Creative Arts stages on- and off-campus performances in music, drama and multimedia, sometimes in partnership with, for example, Wollongong Conservatorium of Music, Illawarra Performing Arts Centre and local choral and dramatic societies.

6.3.1.2 Collaborative Initiatives

Collaborative initiatives have enhanced information and support resources for both UOW and the community.

UOW Science Centre and Planetarium⁹ is a prime example. Established in 1988 with industry and community support, the Centre's current sponsors include BlueScope Steel, Duke Energy International and Woodside Petroleum, and over 50 community volunteers assist in its operation. It has attracted over 500,000 visitors to date with 57,907 visiting during 2003 (including more than 17,000 as part of school groups).

UOW's Northfields Clinic¹⁰ was also established and continues to operate with community support. The Clinic conducts ongoing research into anxiety and depression problems and provides low-cost psychological assessment and treatment for members of the public. 160 adults and 100 children attended the Clinic in 2003 and numbers increased to 374 adults and 125 children in 2004.

A donation from Janet Cosh, a gifted amateur botanist, provided the basis for another successful partnership. The Janet Cosh Herbarium¹¹ has since been developed further by UOW staff; it now has over 7,000 plant specimens and a significant historical collection of watercolours, diagrams and paintings. Herbarium staff provide expertise and information to local land owners, councils and community members. The Herbarium has also sponsored a postgraduate scholarship since 1996.

Collaboration was again to the fore in the development of the *Illawarra Images*¹² website. In 2000, the UOW Library worked with the Wollongong City Library and the Illawarra Historical Society to make over 10,000 historical images accessible to the world via the web. The UOW Library hosts the collection on its server to extend access to a wider audience.

The UOW Library also provides services to TAFE students at the Shoalhaven campus. At UOW Education Centres, cooperative partnerships with local councils and TAFE, believed

6 www.uow.edu.au/science/frontiers/

7 www.futureworld.org.au/

8 www.uow.edu.au/research/unibrewery/

9 Science Centre Report 2004, SM48; www.uow.edu.au/science_centre/

10 Northfields Clinic, End-of-Year Report, 2004, SM49

11 www.uow.edu.au/science/research/icb/herbarium/

12 www.wollongong.nsw.gov.au/library/images.html

to be the first of their kind in NSW, make the benefits of academic library resources and services available to the public and TAFE communities.

6.3.1.3 Community Support for Research

Members of the community have provided strong support for the extension of knowledge through UOW research projects. The purchase in 2003 of a \$200,000 'brain camera' to aid research into schizophrenia was made possible by a highly successful, community fundraising campaign.¹³

With a specific brief for research and development, Managers of Innovation and Commercial Development (MICDs) were appointed in 2004 to facilitate contact between University research and business and industry (see Research, 4.3.3.1).

6.3.1.4 UOW Students and Graduates in the Community

UOW students are encouraged to contribute their skills to the community and also to learn from the mentoring of the community's professional and business organisations.

The Employment Experience Program,¹⁴ for example, offers opportunities for voluntary work experience in industry and the professions. In 2004, some 120 students were placed with employers as part of a suite of work experience learning programs.

The community itself provides a number of student workplace internships.¹⁵ They include: an Arts Internship (a first in Australia); two internships offered annually by the local newspaper, *The Illawarra Mercury*; and the Australian National and Uni-Capitol Washington Internship Programs which involve designated research projects in Canberra and Washington respectively. A total of 22 students in 2003 and 18 students in 2004 successfully completed an Arts internship.

Members of their selected professions also mentor students undertaking practical work experience for their degree courses in areas such as Education, Engineering, Nursing, Indigenous Health, Law, Biotechnology, Environmental Science and Information Technology.

UOW maintains contact with its graduates, its foremost ambassadors in the community, through the Alumni Network¹⁶ (now over 62,000 strong). Mutual contact is sustained via the UOW website and the distribution of a bi-annual *Campus News*. The UOW Alumni Office provides support for alumni groups and links with graduates abroad (with, for example, annual events held in Thailand, Singapore and Malaysia). Alumni volunteers run a second-hand bookshop which funds scholarships and prizes.

6.3.1.5 Advisory and Decision-Making Roles

UOW staff contribute to a number of organisations, enquiries and committees at regional, national and international levels.¹⁷ Members of the University Council and the senior executive also hold positions on local and national bodies.¹⁸ The Vice-Chancellor, for

13 www.uow.edu.au/news/2003/08296/

14 www.uow.edu.au/careers/discover/EEP.html

15 www.uow.edu.au/arts/current/internships.html

16 www.uow.edu.au/alumni and <http://media.uow.edu.au/campus-news/>

17 UOW Academic Staff Representation on Community Boards and Forums 2004, SM50

18 Council membership register



example, has recently been appointed, by federal Minister Brendan Nelson, to a new advisory body on international education.

The expertise and professional skill of community members inform UOW's decision-making via the external membership of the University Council, Community Engagement Committee, Planning and Development Committee, Faculty Advisory/Visiting Committees, and the External Course Appraisal Committees (see Learning and Teaching, 3.3.1.1). Representatives from government, industry, business and the community sector (including a number of eminent Australians) sit on the Vice-Chancellor's Advisory Board which provides advice on matters relating to strategic initiatives and external partnerships.

6.3.1.6 Interaction via the Web

The UOW website was redeveloped in 2002–2003 to improve design, content and accessibility.¹⁹ As part of the UOW site, the new Community and Partnership website²⁰ provides a special portal between the University and the community. The University Planning website²¹ also invites community feedback and the Media website²² provides media representatives with easy access to UOW stories and information about UOW.

A web-based expertise database²³ allows business, industry and general community users to search for a member of UOW by subject area. The database has received over 6,000 hits since its introduction in May 2003.

UOW is also a major contributor in the development of a Wollongong Community website,²⁴ a portal that will serve the needs and promote the interests of Wollongong community members. It will also support the needs of small businesses in the region.

6.3.2 Sustainable Economic and Environmental Management

UOW's impact on the development of its surrounding regions is growing in line with its national and international reputation. The University is also increasing its influence on the wider communities through its presence, programs and graduates.

6.3.2.1 Stimulating Economic Development

UOW played a role in the Illawarra region's shift from its traditional economic base of heavy manufacturing industry and coal-mining to a more diversified and sustainable economy. This transformation has been monitored by the Illawarra Regional Information Service (IRIS),²⁵ a non-profit economic statistical and consultancy company formed in 1980 as a partnership between UOW, the NSW State Government, Wollongong City Council and the four other Regional Local Government bodies.

IRIS data show that UOW is now the second largest non-government employer in the region. UOW contributes more than \$500 million to the regional economy each year with export earnings in excess of \$90m per annum.²⁶ Major national and international conferences and sporting events on campus have also boosted the regional tourist market

- 19 Web
Redevelopment
Project Plan 2002
- 20 www.uow.edu.au/about/community/index.html
- 21 www.uow.edu.au/about/stratplan/
- 22 <http://media.uow.edu.au/>
- 23 <http://media.uow.edu.au/expertise/>
and www.uow.edu.au/statistics/media.uow.edu.au/
- 24 <http://media.uow.edu.au/releases/2004/0917a.html>
- 25 www.iris.org.au/
- 26 UOW statistics, annual economic modelling

and involve community engagement at a number of different levels. (In 2004, UOW hosted or co-hosted 12 major conferences²⁷ including the International Conference on Synthetic Metals).²⁸

In 1999, Wollongong was declared a 'City of Innovation.' This important shift in image was supported by UOW's research capacity and its partnership with the other major drivers of regional development in the private sector and government. The following case study illustrates one of UOW's strongest and most enduring partnerships—the alliance with BlueScope Steel.

Case Study

BlueScope Steel

BlueScope Steel (formerly BHP) has partnered UOW in research and training since 1951. The company's trainees were among UOW's first graduates and it assisted with the construction of early University buildings.

BlueScope's active involvement over the years includes:

- The BlueScope Steel Institute for Steel Processing and Products, a major research institute established in 1995.
- Support for the Cooperative Research Centre for Welded Structures.
- A \$300,000 grant to establish a new chair of Environmental Science in 1991.
- Major sponsorship for the Science Centre and Planetarium, including \$25,000 per year for the Planetarium and donation of the steel for the Centre's original building and its current, custom-built home.
- Joint support for efforts to attract school leavers to engineering and science, including six Work-Integrated Learning Scholarships and a cadetship program for Engineering students at the Port Kembla Steelworks.
- Sponsorship for the UOW racing car entry in the Formula SAE competition for the past three years (contributing to its success in Australian and international competitions).

UOW's R&D partnerships link the regional to the international spheres (see Research, 4.3.3). Canadian-based telecommunications giant, Nortel, for example, has located its largest research facility in the Southern Hemisphere at the Wollongong campus, employing about 200 people.

Successful UOW and community partnerships in other areas have had a positive impact on communities outside the Illawarra region. Examples include the UOW Science Centre and Planetarium; Futureworld Eco-Technology Centre; Shoalhaven Campus and, potentially, its Marine and Freshwater Centre;²⁹ the regional Education Centres; and Film Illawarra which promotes the Illawarra and neighbouring regions to a world audience as viable and competitive film locations.

27 www.uow.edu.au/conferences/

28 <http://media.uow.edu.au/news/2004/0621a/index.html>

29 <http://media.uow.edu.au/news/2004/1014b/>

The latest initiatives in community economic development are based in the Illawarra but their effects will spread outward. The Innovation Campus (iC), announced in 2002, aims to 'enhance the economic and cultural wealth of its participants by providing the best environment in the Asia-Pacific region for people and organisations to exchange and develop ideas and deliver innovative outcomes'.³⁰ When completed, the \$300m campus is expected to engage the services of up to 5000 people. The Graduate Medical School,³¹ which will operate on UOW's Wollongong and Shoalhaven campuses from 2007, will train students from Australia and overseas to work in rural and regional practice. Both projects aim to enhance the profiles of the regions, promote active local involvement and have a positive impact on national and international communities.

6.3.2.2 Encouraging Environmental Sustainability

UOW is committed under its Guiding Principles to protecting the natural environment. As the selection of achievements below shows, UOW aims to lead by example and by collaborative action.

The Wollongong campus itself has been designed as part of the 'Keira Green Corridor' which provides a sanctuary for wildlife from the escarpment to the ocean shoreline. A Campus Environmental Management Working Party, comprising both student and staff representatives, works to preserve the campus's renowned natural habitats.

On an international level, the Young Environmental Envoys Program—jointly developed by UOW and the United Nations Environment Program for Asia and the Pacific—brought a number of young environmentalists from South-east Asia to the Wollongong campus on regular study trips.

UOW's Faculty of Science, a leading player in the Envoys program, remains actively involved in land, water and biodiversity management and planning at local, national and international levels. The Faculty is also home to the Janet Cosh Herbarium (see 6.3.1.2 above).

To improve the urban landscape, the Faculty of Creative Arts is working with Wollongong City Council to identify and implement creative art and design solutions as part of the redevelopment and renewal of the city centre. The UOW Centre for Student Development's Green Team Program and Conservation Volunteers Australia are also cooperating on environmental work across the region (over 200 students volunteered some 2000 hours in 2004).

UOW is a recognised performer in energy management. It was awarded the Silver Green Globe Award by the Sustainable Energy Development Authority in March 2000 for achieving Energy Efficient Upgrades to 20% of its operations. Staff are currently collaborating with the Sustainable Energy Development Authority on more energy efficient fittings and systems for building refurbishment and construction. Sydney Water acknowledged UOW's success in reducing water consumption by rating it as a 'Top 5 business performer for 2002–03'.

30 Innovation Campus booklet, SM51

31 <http://media.uow.edu.au/releases/2004/0820c.html>

6.3.3 Educational Growth and Development

6.3.3.1 Access and Participation

UOW has sought to improve access to higher education for its regional students in a range of ways, including the offer of a bonus three UAI points for students who complete their HSC at a school in its primary drawing area. The tertiary education participation rates of 19- to 21-year-olds in the UOW catchment region increased from 20% to 26% between 1996 and 2001 (or from 84% to 88% of the national average for the same census period). 76% of Wollongong/ Kiama/ Shellharbour students who sat the NSW HSC in 2004 listed UOW as their first preference with the Universities Admissions Centre.

UOW has established the Shoalhaven Campus, Education Centres in Batemans Bay and Bega (areas with low higher education participation rates) and opened up opportunities in the Southern Highlands and southern Sydney. Enrolments at those sites have increased from 122 in 2000 to 569 in 2004.

Courses have been developed to meet community needs (e.g., a full nursing program at Bega) and articulation and tertiary preparation programs are offered with TAFE (see Learning and Teaching, 3.3.3.2) and through the Wollongong University College.

Community and business support for scholarships is growing and UOW is especially encouraging support for equity and mature-age scholarships. A total of 132 scholarships were supported by external partners in 2004, including: 69 work-integrated learning, 26 community-sponsored, 5 equity and 32 sports scholarships. In all, \$826,733 was provided by external sources.

6.3.3.2 School Outreach and Enrichment Activities

UOW has targeted enrichment of the school experience and the consequent increase in levels of achievement as a strategic project.³²

Faculty outreach activities include: the Science Faculty's 'Siemens Science Experience' (for Year 10 students), Modern Perspectives in Science Course (for Year 11) and the 'For Schools'³³ and 'Frontiers in Science'³⁴ websites; the Faculty of Informatics telecommunication workshops; and the Law students' participation in high school workshops.

The University Library provides access to facilities, information resources and training.³⁵ It also offers high school students information services, some free document delivery services and access to Saturday workshops. Students from high schools in the Shoalhaven region participate in an ongoing High School Information Literacy Program at the Shoalhaven Campus Library.

Each February, UOW hosts a series of 'Discovery Days' for Year 12 students and the number of NSW and ACT schools taking part has increased from 95 in 2002 to 109 in 2004 when some 3860 students attended. Additional programs include an Ambassadors

32 UOW Strategic Projects, SM7

33 www.uow.edu.au/science/student/school/

34 www.uow.edu.au/science/frontiers/index.html

35 www.library.uow.edu.au/services/visitors.html

Program where current UOW students visit schools, special information evenings, and a careers advisers day.

UOW's Education Faculty, particularly through its Centre for Educational Leadership,³⁶ promotes a range of initiatives, including conferences, seminars and publications, to motivate and support the professional development of teachers. The faculty offers in-service programs and a secondment program that allows school teachers to work in the faculty on short-term appointments. In 2003, the faculty hosted an Innovative Technologies School Conference for over 200 teachers.

6.3.3.3 Support for Lifelong Learning

Promoting lifelong learning is integral to realising the UOW Vision.

UOW's facilitates lifelong learning by opening access to its courses for all ages (see access pathways above and in Learning and Teaching, 3.3.3.2); by encouraging graduates to return to study; and by responding to the needs of those established in careers or retired (e.g., professional development programs for corporate clients offered by the Graduate School of Business and Professional Development and volunteer lectures for the University of the Third Age, which provides short courses for older people).

UOW also offers some special opportunities for the public to explore different areas of knowledge and experience through, for example, the exhibition of its Art Collection (see 6.3.4.1 below) and the outstanding Howard Worner Collection³⁷ of 1000 mineral and rock specimens on permanent display in the Sciences building.

6.3.4 Social and Cultural Development

6.3.4.1 Access to the Arts

UOW's Art Collection, comprising over 1,500 individual works, is displayed across campus and can be viewed by members of the public. It includes works by eminent Australian artists and contemporary Indigenous artworks. Many works are exhibited in conjunction with local art galleries and travelling exhibitions are held in association with regional galleries.

The Visiting Artist Program in the Faculty of Creative Arts supports one distinguished, international visiting artist each year and has forged strong links with the wider artistic community. Public concerts and performances by the faculty's students attract wide patronage from the general public.

The University Hall, lecture theatres and performance spaces are used by outside groups including the Illawarra Choral Society, local schools, dance academies and travelling orchestras. UOW is also a foundation sponsor of the new Wollongong Symphony Orchestra.

³⁶ www.uow.edu.au/educ/research/rdcentres.html

³⁷ www.uow.edu.au/about/community/minerals.html

6.3.4.2 Cross-cultural Awareness

Members of the local community are invited to participate in UOW's annual International Week which features international food, literature, music, dance, film, sport and seminars. UOW also supports Wollongong's major annual cultural festival, 'Viva La Gong', particularly through the efforts of the University Choir and the Faculties of Arts and Creative Arts. (For other examples, see Internationalisation, 5.3.3.3.)

Case Study

Surfing Diversity

UOW's multicultural awareness program, *Surfing Diversity*, was launched in 2000 as an initiative of the Equal Employment Opportunity Unit. It was funded under the Federal Government's Living in Harmony program.

During 2000, UOW hosted a highly successful public lecture series with speakers of national significance and facilitated community discussion. *Surfing Diversity* promoted cultural events and performances, on campus and in the wider community, and published a series of brochures celebrating difference and dispelling myths. UOW worked with the local Council, the Wodi Wodi Elders Corporation, local community groups, Illawarra Business Chamber, the Wollongong Wolves Soccer Team (in a project to combat racism in sport) and several government departments.

In 2004, UOW relaunched the *Surfing Diversity* brochure, extended the equity online learning program to include students, and developed a new diversity module for the Introduction to Tertiary Teaching academic staff training program.

6.3.4.3 Engaging with Indigenous Communities

Under its Guiding Principles and Values,³⁸ UOW is committed to providing an educational environment which is receptive to the diversity of cultures and appreciates and supports Indigenous perspectives and reconciliation.

The UOW Reconciliation Statement (2001, amended February 2005)³⁹ recognises the traditional owners of the land on which the Wollongong campus and other regional sites are located and commits the University to the Reconciliation process. The Indigenous Cultural Appreciation Program, was launched in the following year.

UOW seeks to extend educational opportunities through its Woolyungah Indigenous Centre (formerly Aboriginal Education Centre); to promote understanding through initiatives like the Law Faculty's programs on Indigenous issues in its undergraduate and practical legal training; and to contribute to advances in health services through the Bachelor of Health Science in Indigenous Health Studies (introduced in 1999). UOW has also mounted a number of successful employment programs under its Aboriginal Employment Strategy (see Staff, 7.3.1.3).

38 University Strategic Plan 2005–2007, SM4

39 www.uow.edu.au/about/reconciliation.html

6.3.4.4 Promoting Community Health and Fitness

UOW's promotion of community health and fitness is spearheaded by its Recreation and Aquatic Centre (URAC)⁴⁰ and supported by a variety of education and research projects. Examples of activities and services include:

- provision of sporting and recreational facilities at the Wollongong campus for use by local sporting clubs and members of the public;
- support for sporting and recreational clubs and societies;
- the 'Arrive Alive Eastern University Games', held at UOW in 2004, which involved 4000 students (the majority of them visitors to the region) and over 100 volunteers;
- hosting of national and international sporting teams;
- the Exercise Science & Rehabilitation Centre which provides a range of professional health services to the community; and
- the Smart Foods Centre which, in partnership with government and the food industry, conducts nutrition-related research and education.

6.4 Review and Evaluation

UOW's long and impressive record of engagement with its communities is one of its distinguishing features. The level of positive community engagement is demonstrated by:

- tangible community support, for example purchase in 2003 of a \$200,000 'brain camera' to aid research into schizophrenia;
- measurable UOW contribution to community economic and social profile (e.g., \$500m to regional economy per annum);
- partnerships and cooperative projects as demonstrated in the development and continuing support for the UOW Science Centre;
- raising educational access and aspiration (see 6.3.3);
- improvements to communication via development of interactive websites;
- joint participation in outreach events;
- proactive UOW cultural awareness and Indigenous support programs.

UOW encourages and rewards staff for 'community outreach/professional activity' by making it one of the four criteria for academic promotion, together with teaching, research and academic governance. (Staff are required to perform satisfactorily in all areas regardless of comparative weighting). In 1985, UOW also established the award of 'Fellow of the University' to recognise outstanding support for and collaborative contribution to the community and the University. The majority of the 80 recipients to date have been external to UOW. The Vice-Chancellor has recently established a Staff Award for Outstanding Community Engagement.

REVIEW

⁴⁰ www.uow.edu.au/urac/

New Sponsorship Guidelines are being developed to ensure greater consistency in the handling of sponsorship requests and provide a mechanism to assist in the measurement of community engagement key performance indicators.

Future Challenges

UOW recognised that, while its activities had been effective in forging strong relationships, it needed to build a more integrated framework to support the strategic goal for community engagement. To that end, it developed the new Community Engagement Plan. The key challenge for the 2005–2007 planning cycle is to ensure that the Plan is translated into action which is effectively monitored by a senior committee and coordinated by the Office of Community and Partnerships.

IMPROVE

6.5 Priorities for Action

UOW aims to work towards its 2005–2007 strategic goals for community engagement by undertaking the following plan of action:

Current Priorities, 2005

- Support the Community Engagement Committee in achieving its terms of reference.
- Develop the Office of Community & Partnerships as a coordinating point between community members and UOW's faculties and units
- Strengthen educational outreach activities, especially through a strategic project on enhancing educational aspiration and achievement in regional schools.

Longer Term Priorities, 2005–2007

- Monitor the effectiveness of the Sponsorship Guidelines.
- Identify and take advantage of opportunities for community engagement in developments that will play a significant and defining role over the life of this Plan:
 - Innovation Campus, Wollongong (iC);
 - graduate Medical School;
 - Shoalhaven Marine & Freshwater Centre.
- Review the Community Engagement Plan (in 2007).