



UOW
PULSE

UOW PULSE STRATEGIC PLAN 2025 - 2030



WE ARE UOW PULSE.

UOW Pulse is a not-for-profit organisation
dedicated to enhancing student life on campus.



A STRATEGIC PARTNER TO THE UNIVERSITY OF WOLLONGONG

UOW Pulse enhances student life and campus vibrancy through a diverse portfolio of commercial, recreational, educational, and engagement services. As a strategic partner to the University, Pulse supports student engagement, wellbeing, belonging, success, and community connection while creating welcoming and inclusive campus environments.

THE HEARTBEAT OF CAMPUS LIFE

STUDENT ENGAGEMENT, WELLNESS & CAMPUS LIFE

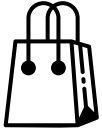


Pulse creates opportunities for students to connect, belong, and thrive through clubs and societies, volunteering, leadership programs, wellbeing initiatives, and a vibrant calendar of campus events that support student success and enrich university life. Through these experiences, students build skills, expand networks, enhance wellbeing, and strengthen their connection to the UOW community.



REINVESTING SURPLUSES FROM UOW PULSE BUSINESSES

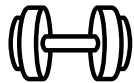
As a not-for-profit organisation, UOW Pulse reinvests all surpluses into programs, facilities and initiatives that directly benefit students and advance the University's strategic goals. Supporting UOW Pulse businesses, directly supports the student experience.



COMMERCIAL & CAMPUS SERVICES

Pulse manages UOW's retail, food and beverage, merchandise, staff uniforms, and brand licensing portfolio.

Through campus retail operations, commercial partnerships, tenancy management, and precinct activation, Pulse enhances the campus experience while ensuring the UOW brand is represented consistently and professionally across all touchpoints.



SPORT, RECREATION & HEALTHY COMMUNITIES

Pulse manages UOW's sport and recreation portfolio, including gym operations, sporting facilities, recreation programs, social sport competitions, and community participation initiatives.

Through these services, Pulse promotes healthy lifestyles, physical wellbeing and social connection for students, staff and the wider community while contributing to an active campus environment.



EVENTS, HOSPITALITY & ACTIVATION

Pulse delivers professional event management, conferencing, hospitality, and catering services to both University and external stakeholders through Aspire.

By working closely with UOW, Pulse supports the institutions milestone events - creating experiences that strengthen community connection, campus culture, and UOW's reputation.



EARLY CHILDHOOD EDUCATION & SERVICES

Pulse delivers early childhood education services and specialised early intervention programs for children and families through Kids' Uni.

These services extend UOW's commitment to education, research, community engagement, and social impact while supporting staff, students, and the broader community through high-quality learning and development programs.

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Through integrated services that support every stage of the student journey - from attraction and transition to engagement, retention, and lifelong connection - **Pulse contributes to student success and strengthens UOW's reputation as a destination for learning and community.**

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Vision & Strategic Plan 2030

THE HEARTBEAT OF CAMPUS LIFE



Purpose

To create vibrant, connected and inclusive campuses that enrich student life and strengthen UOW's role as a hub for student and community engagement.

Vision 2030

Delivering exceptional experiences that foster thriving university communities where everyone feels a sense of belonging. UOW Pulse will be recognised as a national leader in student engagement and campus vibrancy.

Values



Agility

Adapt quickly and effectively to change, remain flexible in approach and continually improve in response to evolving circumstances.



Community

Champion a culture of belonging, mutual respect and shared purpose, encouraging inclusivity and celebrating diversity.



Play

Foster joy, curiosity, and creativity through innovation, collaboration, and authentic engagement that helps people feel more connected and inspired.



Quality

Strive for excellence through a commitment to high standards, attention to detail and delivering outcomes that are thoughtful, reliable and impactful.



Support

Build safe, caring and empowering environments where individuals feel uplifted, trusted and encouraged to grow and succeed.

1

Student engagement, experience and success

1. Increase student satisfaction, retention, access and success.
2. Build a strong student identity and connection with UOW that fosters lifelong affiliation.
3. Expand opportunities for student leadership, events, engagement and volunteering across programs and services.
4. Deliver a connected, safe and inclusive student experience that spans online and all campuses ensuring students feel engaged and supported.

2

Strengthening local impact

1. Establish UOW Pulse as a strategic partner to UOW entities, including becoming UOW's preferred supplier.
2. Enhance UOW campuses as inclusive community hubs and vibrant destinations through events, services and partnerships that connect students, staff, alumni and local communities.
3. Strengthen engagement with local communities to co-design and deliver initiatives that reflect regional needs and shared impact.
4. Broaden collaboration with our communities for environmental, social and economic benefits.

3

Commercial growth and innovation

1. Grow and diversify revenue through strategic commercial ventures aligned with student and community needs.
2. Leverage operational agility to pivot and scale innovative services and experiences.
3. Strengthen tenancy, retail and hospitality offerings.

4

Culture of belonging and excellence

1. Sustain and enhance a values-led culture that inspires collective action toward our shared purpose.
2. Embody equity, diversity and inclusion to ensure access, belonging and opportunity for all.
3. Strengthen staff engagement and experience by empowering our people and providing meaningful recognition.
4. Retain and attract high-performing staff through support, mentoring and development opportunities.

5

Organisational resilience and sustainability

1. Deliver efficient and effective operational services, enhanced by digital innovation and infrastructure.
2. Strengthen organisational resilience through improved data, systems and processes.
3. Embed environmental sustainability across operations, partnerships and services.

1.0 STUDENT ENGAGEMENT, EXPERIENCE AND SUCCESS

We will elevate recognition of student engagement's strategic value through deliberate impact demonstration and stakeholder engagement.

We will strengthen our role as the heartbeat of campus life by elevating recognition of student engagement's strategic value and transforming how we communicate our impact. We are shifting from delivering exceptional engagement invisibly to demonstrating our strategic contribution to student success in ways that resonate with UOW stakeholders and empower our staff. Our focus is on creating approaches that genuinely work for time-poor, hybrid learners across all touchpoints and campuses.

By 2030, UOW staff members will understand Pulse's purpose and strategic value, seeing clearly how our work contributes to thriving campus communities. We will have scalable models that extend our impact across UOW's expanding footprint without requiring proportional resourcing increases. These models will support diverse cohorts, ensuring connection is accessible where and when students need it, not just where it is convenient to deliver.

Success means engagement rebounds and grows sustainably; students feel a sense of lifelong belonging to UOW; and UOW stakeholders actively seek Pulse's expertise in engagement strategies. Our programs will demonstrably drive retention and success outcomes, our impact will be visible through institutional metrics, and our team will operate with clarity, efficiency, and pride as student expectations continue to evolve.

Our strengths - our deep understanding of diverse student needs, our community-centred capabilities, our adaptability, and our creativity—position us to lead with heart in delivering vibrant, future-ready campus experiences. These capabilities underpin our commitment to providing students with opportunities to grow and reinforce our leadership in engagement innovation across the sector.



GOALS:

- 1.1 Increase student satisfaction, retention, access and success
- 1.2 Build a strong student identity and connection with UOW that fosters lifelong affiliation
- 1.3 Expand opportunities for student leadership, events, engagement and volunteering across programs and services
- 1.4 Deliver a connected, safe and inclusive student experience that spans online and all campuses ensuring students feel engaged and supported.

Accountable Executive: Head of Student Engagement & Marketing

Goal	Actions/initiatives
1.1 Increase student satisfaction, retention, access and success	1.1.1 Develop perks and benefits for all campuses • Provide campus-specific discounts and benefits via Pulse Perks • Bring services, food and merch activations to students at onshore campuses
	1.1.2 Deliver a robust, scalable suite of student engagement initiatives • Strengthen belonging and community • Expand access and equity • Improve on-campus experience • Improve student support pathways
1.2 Build a strong student identity and connection with UOW that fosters lifelong affiliation	1.2.1 Create a campus culture that feels like home • Ensure every new student receives welcome merch to build early connection • Offer grad merch so every student leaves with a celebration of their UOW journey • Collect and share student stories and successes • Celebrate key student milestones (e.g., O-Week) • Build rituals and campaigns that strengthen the sense of belonging at UOW
1.3 Expand opportunities for student leadership, events, engagement and volunteering across programs and services	1.3.1 Implement SERVE 3.0 with UOW integration • Get SERVE 3.0 up and running with UOW • Enable tracking of engagement-to-outcome pathways (attendance → retention → success) • Create annual impact dashboard for leadership and UOW stakeholders
	1.3.2 Review and simplify current metric tools • Ensure tools are simplified and user-friendly to reduce risk of user error • Increase staff uptake through training and clear guidance • Measured by tool usage rates and staff confidence scores by March 2026
	1.3.3 Communicate impacts of student engagement initiatives • Highlight impact and reach from across all Pulse operations, events, programs and perks
1.4 Deliver a connected, safe and inclusive student experience that spans online and all campuses ensuring students feel engaged and supported	1.4.1 Strengthen student voice mechanisms at each campus • Embed student voices and ambassadors on the ground at onshore campuses • Build more channels for ongoing feedback • Use feedback to guide program design and resource allocation

2.0 STRENGTHENING LOCAL IMPACT

We will strengthen meaningful presence in our local communities through responsive engagement and genuine partnerships.

We will create vibrant, connected campuses by building a genuine and sustainable presence across all UOW domestic locations. Our approach will move beyond a Wollongong-centric model to embrace locally responsive engagement that reflects the unique contexts, needs, and strengths of each campus community. By 2030, UOW Pulse will be recognised as a trusted partner that understands and invests in local realities. We will deliver tailored engagement and support that creates meaningful impact and fosters deep connections within every community we serve.

Success means that students and staff across all campuses enjoy equitable access to quality engagement and support, and that both UOW and local communities view UOW Pulse as a genuine partner committed to their success. Our presence will be sustained through smart resourcing and strong partnerships, and we will achieve measurable improvements in community connection and collaboration.

Our strengths lie in our agility to adapt to diverse contexts and community needs, our commitment to authentic connection and local understanding, and our proven ability to build partnerships that create value for the communities we support.



GOALS:

1. Establish UOW Pulse as a strategic partner to UOW entities, including becoming UOW's preferred supplier
2. Enhance UOW campuses as inclusive community hubs and vibrant destinations through events, services and partnerships that connect students, staff, alumni and local communities
3. Strengthen engagement with local community to co-design and deliver initiatives that reflect regional needs and shared impact
4. Broaden collaboration with our communities for environmental, social and economic benefits

Accountable Executive: Head of Early Education & Safeguarding

Goal	Actions/initiatives
2.1 Establish UOW Pulse as a strategic partner to UOW entities, including becoming UOW's preferred supplier	2.1.1 Establish structured engagement forums with key UOW stakeholders (monthly or quarterly) to share priorities, identify collaboration opportunities, and align on student and community outcomes. Include campus managers from all locations.
2.2 Enhance UOW campuses as inclusive community hubs and vibrant destinations through events, services and partnerships that connect students, staff, alumni and local communities	2.2.1 Deliver flagship community events (e.g., Orientation Day, Discovery Day, O'Week, Christmas Party, Community Day) with clear objectives: fostering belonging, showcasing campus vibrancy, and strengthening community ties.
	2.2.2 Launch a “Pulse Pop-Up” program at smaller campuses to bring services, events, and engagement opportunities to students and staff
2.3 Strengthen engagement with local communities to co-design and deliver initiatives that reflect regional needs and shared impact	2.3.1 Build strategic partnerships with local organisations (e.g. Destination Wollongong, Disability Trust, Greenacres, Wollongong Council) to co-create initiatives that deliver shared impact.
2.4 Broaden collaboration with our communities for environmental, social and economic benefits	2.4.1 Partner with UOW Sustainability and other organisation to deliver campus-based environmental initiatives (e.g., waste reduction, community gardens).
	2.4.2 Launch a “Pulse for Good” program to support community-driven projects that align with UOW's social impact goals – encompassing existing programs such as Pulse Pantry
	2.4.3 Work in partnership with UOW Student Recruitment and Access teams to design and implement cohesive engagement programs for local high school students — such as campus immersion experiences, Pulse-led ambassador initiatives, and Year 12 “Future Student” events—to strengthen transition to university and foster lifelong belonging.

3.0 COMMERCIAL GROWTH AND INNOVATION

We will drive sustainable revenue growth through new commercial enterprises and strategic partnerships.

Pulse is focused on enhancing campus life and ensuring long-term commercial sustainability. By optimising current operations and developing new commercial ventures that meet market demand, we will achieve financial self-sufficiency. Our key objectives are to develop new commercial ventures grounded in verified demand, strong financial analysis, and strategic alignment; build commercial capability and high-quality delivery that enables reinvestment in student experiences; explore targeted partnerships to address space and technology constraints and support expansion; and strengthen Pulse's position as UOW's preferred partner for commercial ventures.

Success will be reflected in financial growth and long-term sustainability driven by well-performing commercial enterprises, alongside the resolution of space and technology limitations through strategic investment and partnerships that enable expansion. It will also include formal recognition of Pulse as UOW's preferred commercial partner.

Our strengths in commercial growth and innovation lie in our ability to identify real opportunities, innovate with purpose, and execute with discipline. Our agility, strategic insight, and commitment to quality position Pulse to confidently expand our commercial portfolio, strengthen long-term financial sustainability, and reinvest in experiences that enhance campus life.



GOALS:

1. Grow and diversify revenue through strategic commercial ventures aligned with students and community needs
2. Leverage operational agility to pivot and scale innovative services and experiences
3. Strengthen tenancy, retail and hospitality offerings

Accountable Executive: Chief Operating Officer

Goal	Actions/initiatives
3.1 Grow and diversify revenue through strategic commercial ventures aligned with student and community needs	3.1.1 Explore opportunities to partner with local business and local councils to develop workforce partnerships with respect to Early Education services.
	3.1.2 Create Pulse-owned festivals and events
	3.1.3 Conduct feasibility studies on potential new revenue opportunities
3.2 Leverage operational agility to pivot and scale innovative services and experiences	3.2.1 Conduct feasibility studies on potential new revenue opportunities
3.3 Strengthen tenancy, retail and hospitality offerings	3.3.1 Strengthen and expand gym facilities and operations
	3.3.2 Develop wellness and recovery options

4.0 CULTURE OF BELONGING AND EXCELLENCE

We will connect our exceptional culture to strategic clarity, breaking down silos through shared purpose.

We will leverage our strong cultural foundation to create strategic cohesion across Pulse, shifting from siloed departments operating independently to one unified organisation where every team member understands how their work connects to our purpose and uses our strategy to prioritise with confidence.

By 2030, every team member will articulate how their work contributes to Pulse's purpose, teams will use our strategy to make daily prioritisation decisions, and departments will operate as one cohesive Pulse identity—maintaining our exceptional culture of belonging while achieving strategic excellence through aligned action.

Success means teams collaborating across departments naturally, strategic priorities cascading clearly from leadership to frontline operations, staff making confident decisions grounded in shared purpose, and our culture of belonging amplifying our culture of excellence as everyone advances our purpose collectively.

Our strengths: Our exceptional cultural foundation built through strong values, genuine recognition, and authentic listening; our staff loyalty; and our commitment to both belonging and excellence that creates environments where people thrive.



GOALS:

1. Sustain and enhance a values led culture that inspires collective action toward our shared purpose
2. Embody equity, diversity and inclusion to ensure access, belonging and opportunity for all
3. Strengthen staff engagement and experience by empowering our people and providing meaningful recognition
4. Retain and attract high-performing staff through support, mentoring and development opportunities

Accountable Executive: Head of People & Culture

Goal	Actions/initiatives
4.1 Sustain and enhance a values led culture that inspires collective action toward our shared purpose	4.1.1 Foster an environment where all employees feel valued and connected to Pulse's purpose through employee education and creating networking opportunities.
	4.1.2 Develop and implement a structured approach for celebrating employee achievements across internal and external platforms ensuring all recognition is meaningfully linked to Pulse's values and purpose.
4.2 Champion equity, diversity and inclusion to ensure access, belonging and opportunity for all	4.2.1 Develop equity, diversity and inclusion strategies which result in attraction and retention of employees and support a diverse and inclusive workforce.
4.3 Embody staff engagement and experience by empowering our people and providing meaningful recognition	4.3.1 Design, implement, and embed enhanced communication methods and channels that foster transparent, timely, and consistent information sharing.
	4.3.2 Strengthen the employee value proposition (EVP) to position Pulse as an employer of choice and ensure every team members feels valued and supported through their journey at Pulse.
	4.3.3 Develop frameworks that facilitate meaningful employee recognition and contribute to our values led culture.
4.4 Retain and attract high-performing staff through support, mentoring and development opportunities	4.4.1 Implement a comprehensive leadership development program to strengthen employee retention, promote career progression, enhance succession planning and build high performing teams.
	4.4.2 Establish cadetship program to attract high potential talent and build a strong pipeline of future talent.

5.0 ORGANISATIONAL RESILIENCE AND SUSTAINABILITY

We will build organisational resilience through strategic clarity and financially and environmentally sustainable operations.

We will strengthen our ability to deliver vibrant campus experiences by establishing clear decision-making frameworks, documented processes, and strategic boundaries that protect our operational capacity. This shift will move us away from reactive overextension and toward focused excellence in our core purpose.

By 2030, UOW Pulse will be recognised across the university as the organisation that sustains campus vibrancy through clarity, discipline, and capability; the reliable partner that consistently delivers exceptional student experiences; and a leader in commercial and operational excellence.

Success means achieving financial sustainability that enables innovation and growth, implementing clear and consistent processes that free staff to focus on meaningful student impact, protecting organisational capacity to deliver strategic initiatives, and creating seamless operations that support outstanding frontline experiences.

Our strengths include our agility and adaptability, reflected in our ability to pivot quickly based on what works; our culture of psychological safety that enables honest conversations about priorities, capacity, and workload; and our established leadership in environmental sustainability, which guides responsible and forward-thinking operational decisions.



GOALS:

1. Deliver efficient and effective operational services, enhanced by digital innovation and infrastructure
2. Strengthen organisational resilience through improved data, systems and processes.
3. Embed environmental sustainability across operational partnerships and services.

Accountable Executive: Facilities & Project Manager

Goal	Actions/initiatives
5.1 Deliver efficient and effective operational services, enhanced by digital innovation and infrastructure	5.1.1 Establish decision-making framework and priority-setting tools Develop and implement a clear, organisation-wide decision-making and framework that guides how Pulse allocates its time, resources, and capability. The framework will define strategic focus areas ("where we play" and "where we don't"), incorporate tools to assess ROI and profitability, and provide an approach for evaluating ongoing viability of initiatives presented. This will be supported by documented standard operating procedures and process maps for all key workflows to ensure consistent, efficient, and transparent operations across all departments.
	5.1.2 Empower staff ownership of programs Help staff build the skills and confidence they need to fully own their programs by focusing on Pulse's strengths, supporting them to design and improve initiatives that align with our strategic priorities, and giving teams room to innovate within clear guidelines.
5.2 Strengthen organisational resilience through improved data, systems and processes	5.2.1 Define and communicate our core business Establish and embed a clear and consistent definition of Pulse's core business across the organisation through structured engagement, recurring strategy-alignment meetings, and a documented "what we do" framework that clarifies internal responsibilities and external expectations.
	5.2.2 Build effective CRM and improve systems literacy Implement a fit-for-purpose CRM system aligned with UOW's corporate rollout and enhance staff literacy and confidence in key systems. Identify opportunities for system optimisation and advocate for improvements that strengthen data quality, operational efficiency, and customer experience.
5.3 Embed environmental sustainability across operations, partnerships, and services	5.3.1 Work with UOW to enable reporting on environmental sustainability measurement (connected to a university-owned initiative) Collaborate with UOW to strengthen environmental sustainability practices by implementing shared measurement methodologies, integrating sustainability criteria into procurement and operational decision-making, and jointly tracking environmental impact and cost outcomes to inform future planning.

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