

Access application – GIPA2025/15

Released set of information

Date decided:

25/11/2025

Scope of request:

Information related to the change to the International Pathway Team structure that occurred in 2023/2024:

- Justification for the change
- Communication between key decision makers across different portfolios related to the change
- What was agreed and approved, and
- What budget was allocated and for how long

From: [Jacqui Wise](#)
To: [Iain Watt](#)
Cc: [Kylie Readman](#)
Subject: RE: Staffing in International pathways team
Date: Tuesday, 17 October 2023 1:16:08 PM
Attachments: [image001.wmz](#)
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[20230912 International Pathway Programs team new positions \(1\).docx](#)
[image027.png](#)
[image028.png](#)

Hey Iain

I'm sure that you're right when you state we do 'have more than enough new pathways either already established or being explored to fully occupy' Chloe and her team. The thing is, I've not heard a peep about workload concerns from Chloe or any in Pete's team so I'm curious as to a) where this is coming from; b) why it has not been raised with Pete, Tim or me before; and c) how we justify the top-heavy resource requirement being requested – two new HEW 8 positions, one new HEW 7 position and a lift of the current HEW 8 to a HEW 9 position. That's another \$450K I'd have to add to my existing \$4m in savings I have to find in 2024.

Moreover, the proposal doesn't mention workload constraints at all. The compelling data is the increase in the number applications not the very modest increase in partner numbers – yet the proposed positions appear to be catering for the latter not the former. As I understand, the bulk of the applications processing sits with Liz's team (which has had a resource uplift and is confident it can process pathway applications accordingly).

This might be why it was to go to you for comment/refinement in the first instance. Perhaps you can review it and add to the weight of the argument. In the meantime, I will follow up with Pete and Tim to see if they perceive any problems and/or the need for adding this many senior resources to Pete's team and/or whether Chloe's team, if she is struggling, might be better supported in other ways if workload is the issue.

It would be helpful too if you could advise staff to come to me in the first instance (or Pete or Tim) if there are issues – I can be of more help to them (and, in turn, you) if I'm given the opportunity to address problems in the first instance, which is not the case here.

I also note that the business case is not a couple of months old and appears to have never been sent to me (or possibly anyone).

Happy to discuss, but Andrew has already given me license to do what I need to do (in consultation with Kylie) to keep the revenue flowing... I guess I'm questioning whether this is really what needs to be done when it comes to pathways.

Regards

Jacqui

Jacqui Wise (she/her) | Executive Director, Lifetime Learner Experience

It often suits me to work and send emails outside of normal operating hours, but I do not expect you to read, respond or action this email outside of your working hours.

1300 ASK UTS (1300 275 887)

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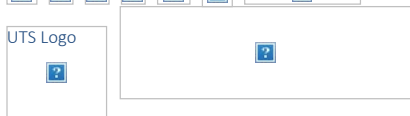
M. +61 (0) **Out of scope**

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I acknowledge the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses now stand, as well as the Cammaraygal People of the Eora Nation (the traditional owners of the land which I have made my home and from which I occasionally work for UTS). I would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Iain Watt

Sent: Tuesday, October 17, 2023 12:33 PM

To: Jacqui Wise

Subject: Re: Staffing in International pathways team

We have more than enough new pathways either already established or being explored to fully occupy this number of staff. We can't expect Chloe and her team to continue to work the hours they are working to try to keep up with volume of work, so the only alternative is to decline to engage with partners when they come to us proposing to establish classes that will **144** plus students per year coming to UTS for two years – roughly \$2m pa of revenue from each such class. Lower cost of acquisition and higher academic quality and no GTE worries means that I would see these as one of our top priorities. I think the targets in table three are conservative as they only reflect pathways already locked in and we are getting new approaches every week or two.

Give me a ring if you'd like to discuss how a bring this up when I meet with Andrew on Thursday

Iain Watt

Deputy Vice-Chancellor and Vice-President, International
University of Technology Sydney

From: Jacqui Wise <Jacqui.Wise@uts.edu.au>

Date: Tuesday, 17 October 2023 at 12:10 pm

To: Iain Watt <Iain.Watt@uts.edu.au>, Kylie Readman <Kylie.Readman@uts.edu.au>

Subject: RE: Staffing in International pathways team

Hey Iain

Indeed... Tim has sent me the attached. I gather that others thought this was going to you for your input before coming to me.

This is a big ask (I've got to find about \$5m in savings in total in LLE). Are the projected numbers in Table 3 (on page 2) targets, desired, hoped for? Also, given the increase in predicted partners is relatively small for next year (five more than this year) do you think we need another 4 FTE this year or do you think we can hold off for another 6-12 months.

Regards

Jacqui

Jacqui Wise (she/her) | Executive Director, Lifetime Learner Experience

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From: Iain Watt <Iain.Watt@uts.edu.au>

Sent: Tuesday, October 17, 2023 10:02 AM

To: Jacqui Wise <Jacqui.Wise@uts.edu.au>; Kylie Readman <Kylie.Readman@uts.edu.au>

Subject: Re: Staffing in International pathways team

I gather Tim has now sent to you? Seems it was not made clear to Tim that this meant to go up the line...

Iain Watt

Deputy Vice-Chancellor and Vice-President, International

University of Technology Sydney

From: Jacqui Wise <Jacqui.Wise@uts.edu.au>

Date: Tuesday, 17 October 2023 at 9:33 am

To: Iain Watt <Iain.Watt@uts.edu.au>; Kylie Readman <Kylie.Readman@uts.edu.au>

Subject: RE: Staffing in International pathways team

Hey Iain

I'm not aware of any outstanding business case for the pathways team (and I've checked with Tim... neither is he)?

Do you know where the business case originated?

Regards

Jacqui

Jacqui Wise (she/her) | Executive Director, Lifetime Learner Experience

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work for UTS). I would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Iain Watt <Iain.Watt@uts.edu.au>
Sent: Tuesday, October 17, 2023 8:30 AM
To: Jacqui Wise <Jacqui.Wise@uts.edu.au>; Kylie Readman <Kylie.Readman@uts.edu.au>
Subject: Re: Staffing in International pathways team
Thanks Jacqui and Kylie

Did you have any comments on the business case for additional staff in the pathways team that was provided to you a couple of months ago? Then pathways team (as I understand things) manages the admission of students from pathway partners (will confirm with Connie and Chloe). We are doing fine in the retail admissions space – seen by agents as responsive and quick. My meeting with Andrew is scheduled for Thursday afternoon.

Iain Watt
Deputy Vice-Chancellor and Vice-President, International
University of Technology Sydney

From: Jacqui Wise <Jacqui.Wise@uts.edu.au>
Date: Tuesday, 17 October 2023 at 7:32 am
To: Kylie Readman <Kylie.Readman@uts.edu.au>, Iain Watt <Iain.Watt@uts.edu.au>
Subject: Re: Staffing in International pathways team

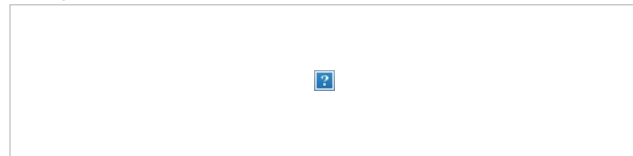
Hey both
Tim and I are monitoring closely and will be able to mobilise resources if necessary. Andrew has already indicated that he is happy for me to manage the situation as it evolves and add EB expense if necessary to assure the revenue pipeline.
Now that UTS has made some changes to the refund protocol and tightened pre-application GTE screening (though there's more to be done on that front), we hope to see fewer nuisance applications, which should ease the load a bit (as should the Government's proposed changes to student switching). And the RACI Tim and Mychel have agreed should ensure a smoother Application-Acceptance-GTE Interview process, which was the biggest hurdle in recent times. The team is still processing well within the accepted turnaround times (though I appreciate that window keeps contracting under the weight of competition), but I won't deny the team is stretched and under pressure... which is the story across all of my teams.
The biggest challenge should be need more resources will be the new business case process - if you can do anything it will be to agree an exemption up-front for any and all recruitment/admission business cases which, instead, could be delegated to Kylie (versus Glen) for approval to ensure requests don't end up stalled, debated, etc. paving that way will do wonders for us when push comes to shove.

Regards

Jacqui

Jacqui Wise (she/her) | Executive Director, Lifetime Learner Experience

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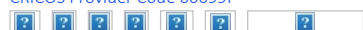
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From: Kylie Readman <Kylie.Readman@uts.edu.au>
Sent: Tuesday, 17 October 2023 02:42
To: Iain Watt <Iain.Watt@uts.edu.au>; Jacqui Wise <Jacqui.Wise@uts.edu.au>
Subject: Re: Staffing in International pathways team

Hi Iain,

Are these the admissions staff? I think getting anything across the line, even when obvious as a line of income, is going to be tough. Please talk to Andrew and feed it back to us. At the moment, we have managed to find a 1.3M saving across my portfolio which still leaves us with 3.2M to find to meet our target. To me, restricting business in direct revenue generating activities is antithetical but it's hard to get all outside our portfolio tuned in the same direction and focused on investment. I'm sure talking to Andrew will help. Jacqui do you have a view?

All the best

Kylie

Professor Kylie Readman (she/her)

Deputy Vice Chancellor and Vice President (Education and Students)

University of Technology Sydney

PO Box 123 Broadway NSW 2007 Australia

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For assistance and appointments:

DVCEs-FA@uts.edu.au





I acknowledge the Gadigal People of the Eora Nation, upon whose ancestral lands UTS stands. I pay my respects to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for this land.

From: Iain Watt <Iain.Watt@uts.edu.au>

Date: Monday, 16 October 2023 at 2:02 am

To: Kylie Readman <Kylie.Readman@uts.edu.au>, Jacqui Wise <Jacqui.Wise@uts.edu.au>

Subject: Staffing in International pathways team

Hi Kylie and Jacqui

Following on from the discussion at Council on international pathways, we need to decide whether we want to build our activities in this area. The pathways team is dealing with a substantial number of new partners and also with processing the ever increasing number of applications from pathway students. A team of three cannot deal with this amount of work (both Connie when she was leading and Chloe now were/are working well over 60 hours a week trying to keep up. We expect a number of approaches from potential new partners between now and the end of this year. If we don't increase staffing we'll have to turn these away. The Council spelled out how profitable each of these new classes can be – ⁹¹⁴ students for two years at ^{914 c14 (85p} means \$2m pa in revenue for little more than the marginal cost of teaching and overheads.

I think you received the proposal for an additional three staff a few weeks ago – can you advise how you plan to proceed? I understand how tight your budget is stretched across the multiple lines of activity you cover. I have my regular meeting with Andrew on Thursday and can include this in my topics for discussion if that would help?

Regards

Iain

Iain Watt

Deputy Vice-Chancellor and Vice-President, International
University of Technology Sydney

MEMORANDUM**New positions in International Pathway Programs team****TO:****FROM:****CC:****DATE:** 12 September 2023**RE:** Establishment of new positions in International Pathway Programs team**Recommendation**

It is recommended to establish three new positions: two Pathway Development Managers (HEW 8), one Pathway Programs Coordinator (HEW 7), and upgrade the current level from HEW 8 to HEW 9 for the Manager, International Pathway Programs within UTS Lifetime Learner Experience Unit (LLE) International Pathway Programs team.











Remuneration Details:

Base Salary (Per Annum for 1 FTE)	2x\$116,430 (HEW 8 Step 2) 1x\$105,732 (HEW7 Step 3) \$15,735 (Upgrade from HEW8.5 to HEW9.3)
Additional loadings/ allowances	None
Total salary	\$232,860 + \$105,732 + \$15,735 = \$354,327
Superannuation on base salary (e.g. 17%)	\$60,235
Superannuation on additional loadings/allowances (e.g. 9.5%)	n/a
Total superannuation	\$60,235
On-costs on total salary (currently 8.1%)	\$28,700
TOTAL PER ANNUM COST OF EMPLOYMENT	\$443,262

Background and Context

Despite the challenging three-year pandemic disruptions, the international students' commencements via the international articulation programs at UTS grew by 154% since 2019 (see Table 1) and the number of the pathway partners grew from 25 to 53 (see Table 2), while the staffing levels in the team have remained unchanged. As international borders reopen and market demand surges, coupled with UTS's rise to the top 100 universities in the world and the positive impact of the UTS scholarship scheme, opportunities in pathways grow exponentially.

Table 1: Commencements and applications of international pathway students

	2019	2020	2021	2022	2023
Pathway commencements and y-o-y growth		 (↑ 27%)	 (↑ 11%)	 (↑ 25%)	 (↑ 45%)
Total applications		 (↑ 34%)	 (↑ 35%)	 (↑ 11%)	 (↑ 49%)
Conversion rate	65%	62%	51%	57%	55%

Currently there are s14 cl4 (students who are enrolled at UTS via these international pathway programs.

Table 2: Enrolled students via international pathway programs

Total Enrolments on UTS campus via pathways as of 20230901	s14 cl4 (
PG	s14 cl
UG	s14 cl4 (
Total required CP for completion minus RPL granted*	s14 cl4 (a&c)
Projected approx. revenue generation	\$48,000,000

*Data source: CASS ENR report 20230901

Table 3: Current international pathway partners (2019-2023) and projected number of partners (2024-2026)

	2019	2020	2021	2022	2023	2024	2025	2026
Number of pathway partners	26	36	41	48	53	s14 cl4 (a&c)		

The International Pathway Programs team is currently staffed by four continuing positions which have all been fully dedicated in various aspects of partner support and student engagement. Their responsibilities encompass a wide range of activities including identifying potential partners, crafting and submitting pathway collaboration proposals to faculties, negotiating agreements, facilitating agreement signing, promoting pathway programs, assessing international pathway applications, supporting students orientation and enrolments at UTS, student engagement on campus and reporting back to the partners on their students performance at UTS where required. These positions are:

- 1 x HEW 8 Manager
- 2 x HEW 6 Program Officer
- 1 x HEW 5 Student Advisor

It is not possible, with current staffing levels, to maintain the level of engagement that is required to nurture the newly established articulation partnerships and continue to grow business sustainably. In the past eight months in 2023 alone, the team has established nine exclusive programs with four universities in China and one university in Vietnam, with 220 students in the pipeline. UTS is the only destination university overseas after the students' studies in their home countries. As our pathway partners and programs expand into diverse regions, it becomes evident that there is a need to enhance the team's capacity for navigating the complex regional intricacies and dynamics. This entails moving away from a model where one officer is responsible for managing a substantial portion of our global partners.

As this memo is being drafted, besides multiple multi-destination programs, four universities in South Korea and China are engaged concurrently with the team for opportunities to set up seven exclusive articulation programs (on top of the established nine exclusive programs) with UTS faculties of Business, DAB, FASS and FEIT. Please refer to Appendix 2 for these prospective exclusive programs in the pipeline. Cohort-based recruitment via articulation partnerships is becoming increasingly important:

- The pathway set-up is separate from the free market the regional teams are engaged in and is an additional channel of recruitment of international students.
- It is a risk mitigation strategy that reduces the University reliance on free market in international students recruitment
- The approach holds significant value in terms of global outreach and profile building of the University
- The pathway arrangements provide diversification of students' sources and improves the width of disciplinary offerings by the University to international markets
- The pathway students are generally more prepared financially and academically to commit to international studies - very low risk in quality and compliance issues on genuine temporary entrant criteria in some regions.

- The pathway scholarships are not covered by the University broader tuition fee scholarship scheme offered to international students. Instead the team customises scholarships to address the needs of the markets.
- This has resulted in intensified global competition among institutions. Notably, the exceptional revenue generation is underscored in the following Table 4 for UTS:

Table 4: Pathway students number projections 2024 – 2026

	2024	2025	2026
Pathway commencements	S14 cl4 (S14 cl4 (S14 cl4 (
Approx. revenue generated using \$938 per credit (including continuing enrolments)	S14 cl4 (a&c) \$28,000,000	S14 cl4 (a&c) \$46,000,000	S14 cl4 (a&c) \$56,000,000

Note: Fee per credit is taken at \$938 based on the average 2023 fee per credit for the BBUS, BCOM, BE, BIT, ME (Ext.) and MIT (Ext.). 96cp represents two years of full time studies at UTS.

The New Positions Will be Used to Support:

Two HEW8 Pathway Development Managers role:

The two HEW8 Pathway Development Managers will carry responsibilities for high level partnership collaboration and engagement with internal and external stakeholders and risk management for articulation pathway partnerships, including:

- The two Managers will each assume responsibility for designated regions in the development of the pathways
- Manage relationship and with senior stakeholders including Deans, Associate Deans, International Directors at UTS faculties, as well as external organisations
- Identifying high-value pathway opportunities and designing tailored solutions that cater to the specific needs of our partners and align with UTS and its faculties' strategies in internalisation and capacity building.
- Identifying potential pathway partners with students capable of pursuing higher degree research studies at UTS to alleviate the shortage of high-calibre PhD candidates in areas of needs, particularly in FEIT and Faculty of Science. The team is currently engaged in several on potential projects with the objective of partnering with select institutions to meet such demands.
- Engaging in negotiations with partners for exclusive and non-exclusive articulation arrangements, which encompass student numbers, scholarships and UTS commitments.
- Implementing academic performance review for pathway students to uphold the quality standards of partners as a specified condition in some of UTS approvals (e.g., 3+2 for select Chinese universities)
- Conducting review and re-evaluation of existing pathway partners so that underperforming partnerships may be terminated, and resources redirected to enable us to channel the efforts towards nurturing and enhancing high-yielding partnerships.

Hew 7 Project Coordinator role:

UTS currently doesn't have a team that support partnership based international students' experiences on campus. This role's primary responsibility is to engage with the partners and the students with an aim to enhance the students' experience once they set their foot at UTS. It is evident that the pathway students experiences significantly influence their fellow students in the pipeline on the choices of future destination universities. Additionally, some pathway partners require UTS to provide academic performance reports for their students at our university. The responsibilities of the role are:

- Onboarding activities for commencing students
- Student engagement and support on campus including one on one consultation session
- Pathway partner professional development program design and implementation
- Reporting back to the partners on the pathway students' performance where required in a compliant manner

The roles that are the subject of this business case are business critical and are required for UTS to stay competitive in the international articulation market and for the team to deliver to a high standard the support, engagement, development and communication required for UTS to benefit suitably from these opportunities.

Updating the current Pathway Programs Manager's role from HEW8 to HEW9:

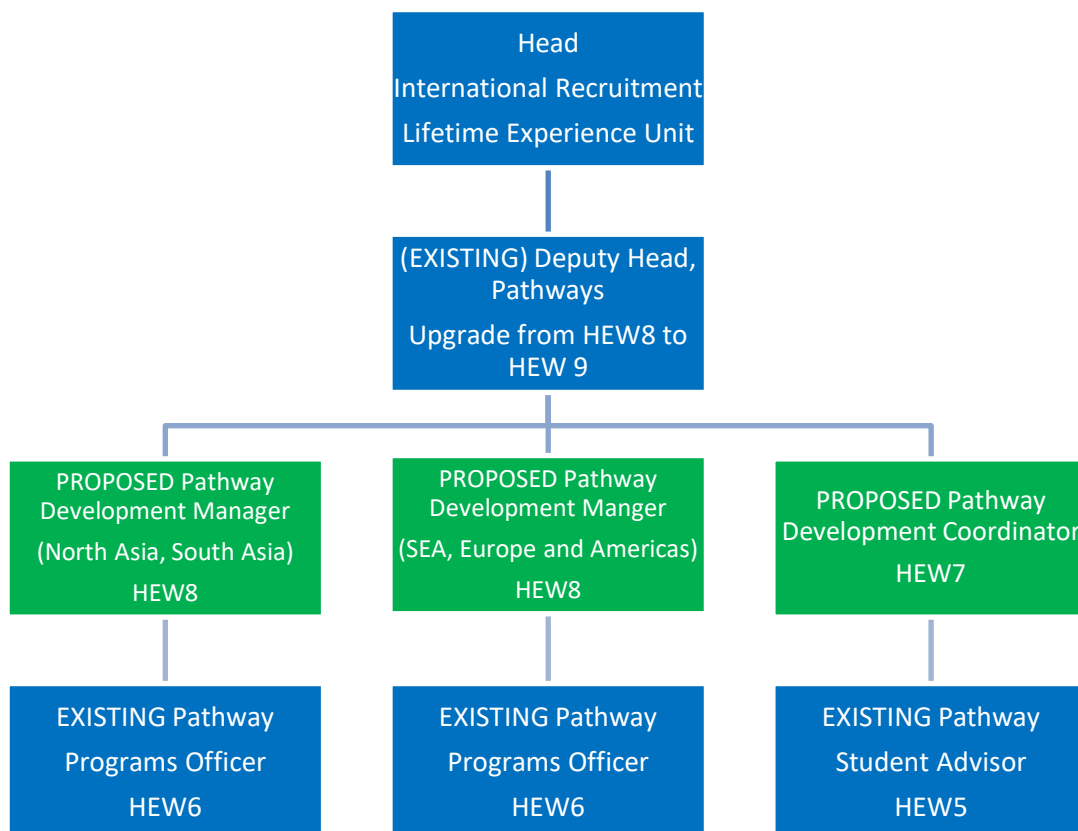
The role was originally established more than 10 years ago as an HEW8 position. Over the years, it has evolved in the following ways:

Increased Responsibility: The role has grown to encompass a broader spectrum of tasks and responsibilities that beyond its initial job description. This expansion includes the management of a more extensive portfolio of senior stakeholders, the admissions management of all pathway students applications, and a noticeable increase in workload, exemplified by the substantial rise in the number of partner institutions onboarded by the team over the past three years (see Table 3) and the concurrent growth in the number of pathway students enrolled (see Table 1) at our university.

Strategic Alignment: The role contributes to the goals outlined in the 'UTS 2027' strategy, particularly in the Sustainable Partnerships initiative. The Manager's responsibilities directly respond to the evolving landscape in international education. This includes actively expanding partnerships across multiple countries and jurisdictions.

In light of these significant enhancements to the role's responsibilities, it's proposed the role to be upgraded to HEW9.

Proposed New Team Structure



Appendix I: Established or in-process for agreement signing as at 1 September 2023

Region	External Organisation	Model	Level of Studies	UTS Program	Exclusive Cohort Size (enrolled in partner institution as pipeline students for UTS)	Expected First Cohort at UTS	UTS Faculty	Agent	Year of Exclusive Pathway Establishment	
China	Guangdong University of Foreign Studies (GDUFS)	2+2	UG	Bachelor of IT, AI, Cyber	s14 cl4 (a&c)	S2025	Business	TEI	2023	
China	Guangzhou Maritime University (GMU)	3+Pre-Master+UTS Master	PG	PG courses with Pre-Master Articulations		S2025	Business	ABG	2021	
s14 cl4 (a&c)										
China	Jinan University Zhuhai Campus	2+2	UG	Bachelor of Business	s14 cl4 (a&c)	S2025	Business	EIC GZ	2023	
				Bachelor of IT, AI, Cyber		S2025	FEIT			
China	Wuhan Institute of Technology (WIT)	3+2	PG	PG Business Programs		S2026	Business	Austlink	2023	
				PG FEIT Programs		S2026	FEIT			
				PG Law Programs		S2026	Law			
Vietnam	Van Lang University	2+2	UG	Bachelor of IT, AI, Cyber		S2025	Business	HEG	2023	
				Bachelor of Business		S2025	FEIT			
Region	External Organisation	Model	Level of Studies	UTS Program			Expected First Cohort at UTS	UTS Faculty	Agent	Expected Year of Exclusive Pathway Establishment
China	Guangdong University of Foreign Studies (GDUFS)	2+2 (in-plan)	UG	Bachelor of Business			S2026	Business	TEI	2023
				Bachelor of Computer Science			S2026	FEIT		2023
		2+2 (out-of-plan)	UG	Bachelor of Communication in MAP/Bachelor of		S2026		2023		

				Communication in Digital and Social Media	s14 cl4 (a&c)				
				Bachelor of Design in Visual Communication		S2026	DAB		2023
China	Guangdong University of Finance (GDUF)	2+2	UG	Bachelor of IT/ Bachelor of Games Development		S2025	FEIT	ABG	2023

s14 cl4 (a&c)

Appendix III: International pathway partner institutions

	Region	External Organisation	Year of Pathway Establishment
1	Australia	International College of Management Sydney (ICMS)	2015
2	Bangladesh	Premier University	2022
3	China	Melbourne Institute of Advanced Studies (MCAS)	2020
4	China	Beijing Foreign Studies University (BFSU)	2017
5	China	Central University of Finance and Economics (CUFE)	2023
6	China	Dongbei University of Finance and Economics (DUFE)	2018
7	China	Sydney Smart Technology College (SSTC)	2020
8	China	South China University of Technology (SCUT)	2018
9	China	Guangdong University of Finance (GDUF)	2020
10	China	Soochow University (Soochow)	2020
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12	China	Hebei Normal University (HBNU)	2015
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47	Sri Lanka	UTS College Sri Lanka	2019
48	Taiwan	National Taipei University of Business (NTUB)	2018
49	Thailand	Mahidol University	2013
50	Vietnam	Ho Chi Minh City University of Technology (HCMUT)	2014
51	Vietnam	International School of Business, University of Economics HCMC (ISB)	2022
52	Vietnam	Van Lang University	2023
53	Vietnam	VinUniversity	2022

From: [Jacklyn McCauley](#)
To: [Jacqui Wise](#)
Subject: FW: Staffing in International pathways team
Date: Friday, 31 October 2025 2:27:11 PM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[image005.png](#)
[image006.png](#)
[image007.png](#)
[image008.png](#)
[image009.png](#)

Jacklyn McCauley

Executive Assistant to the Deputy Vice Chancellor Education & Students
Executive Assistant to Pro Vice Chancellor Education
Executive Assistant to Pro Vice Chancellor Students
jacklyn.mccauley@uts.edu.au | Extension x1465

From: Kylie Readman <Kylie.Readman@uts.edu.au>
Sent: Tuesday, 17 October 2023 2:43 AM
To: Iain Watt <Iain.Watt@uts.edu.au>; Jacqui Wise <Jacqui.Wise@uts.edu.au>
Subject: Re: Staffing in International pathways team

Hi Iain,

Are these the admissions staff? I think getting anything across the line, even when obvious as a line of income, is going to be tough. Please talk to Andrew and feed it back to us. At the moment, we have managed to find a 1.3M saving across my portfolio which still leaves us with 3.2M to find to meet our target. To me, restricting business in direct revenue generating activities is antithetical but it's hard to get all outside our portfolio tuned in the same direction and focused on investment. I'm sure talking to Andrew will help. Jacqui do you have a view?

All the best

Kylie

Professor Kylie Readman (she/her)

Deputy Vice Chancellor and Vice President (Education and Students)
University of Technology Sydney
PO Box 123 Broadway NSW 2007 Australia
uts.edu.au

For assistance and appointments:

DVCES-EA@uts.edu.au



Connecting people,
technology and ideas

I acknowledge the Gadigal People of the Eora Nation, upon whose ancestral lands UTS stands. I pay my respects to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for this land.

From: Iain Watt <Iain.Watt@uts.edu.au>

Date: Monday, 16 October 2023 at 2:02 am

To: Kylie Readman <Kylie.Readman@uts.edu.au>, Jacqui Wise <Jacqui.Wise@uts.edu.au>

Subject: Staffing in International pathways team

Hi Kylie and Jacqui

Following on from the discussion at Council on international pathways, we need to decide whether we want to build our activities in this area. The pathways team is dealing with a substantial number of new partners and also with processing the ever increasing number of applications from pathway students. A team of three cannot deal with this amount of work (both Connie when she was leading and Chloe now were/are working well over 60 hours a week trying to keep up. We expect a number of approaches from potential new partners between now and the end of this year. If we don't increase staffing we'll have to turn these away. The Council spelled out how profitable each of these new classes can be – ^{s14 cl} students for two years at ^{s14 cl4 (a&c)} means \$2m pa in revenue for little more than the marginal cost of teaching and overheads.

I think you received the proposal for an additional three staff a few weeks ago – can you advise how you plan to proceed? I understand how tight your budget is stretched across the multiple lines of activity you cover. I have my regular meeting with Andrew on Thursday and can include this in my topics for discussion if that would help?

Regards

Iain

Iain Watt
Deputy Vice-Chancellor and Vice-President, International
University of Technology Sydney

From: [Kylie Readman](#)
To: [Tim Maillet](#)
Cc: [Jacqui Wise](#); [Roze Abraham](#); [Iain Watt](#); [Peter Murray](#)
Subject: Re: Business Case for additional resources in International Pathways
Date: Wednesday, 13 December 2023 8:14:01 AM

Hi Tim

Thank you for this and for being patient while I take the opportunity to reflect on this. I am supportive of the need for greater capacity in the team given its direct connection to pipeline growth in the Pathways market. I have a couple of questions before I pass this through to the COO for approval for 2024 recruitment. My view is we should proceed with that and review the outcomes before signing off on 2025 increases, looking at the student numbers flowing through as well as the number of partners given that the 2024 proposed roles are student facing.

1. How does the advisor role work in with the broader onboarding/orientation teams?
2. Has the position description for the manager HEW 8-9 been reviewed by HR? If not yet, this needs to be completed to ensure the PD matches the level. I can note this as pending to Glen given the time of year.

With thanks

Kylie

Professor Kylie Readman
Deputy Vice Chancellor and Vice President (Education and Students)
University of Technology Sydney

Apologies for brevity - this email is sent from my mobile device

On 30 Nov 2023, at 4:55 pm, Tim Maillet wrote:

Hi Kylie,

An opportunity exists for UTS to take advantage of a significant growth in the number of requests being received from international institutions that seek to develop articulation agreements to bring fee-paying coursework students onshore to UTS.

Please find attached the business case outlining the requirements and recommendation for additional resources in the LLE International Pathway Programs Team to support partner growth and associated increase in administrative load/partner support to grow this revenue stream.

Tim Maillet
Director, Future Learners

Lifetime Learner Experience
University of Technology Sydney
M (+61) **Out of scope**

PO Box 123 Broadway NSW 2007 Australia
uts.edu.au



MEMORANDUM

TO: Kylie Readman, Deputy Vice Chancellor, Education & Students

FROM: Tim Maillet, Director, Future Learners

CC: Iain Watt, Deputy Vice Chancellor, International and Jacqui Wise, Executive Director, LLE

DATE: November 2023

RE: Establishment of new positions in International Pathway Programs team in 2024 and 2025

Recommendation

It is recommended to take a phased approach to growth for the LLE International Pathways team. Currently, the team does not have enough administrative staff to handle the work required to properly service the current partners, so the first phase of change is to “right-size” the team to properly support these partners. The second phase is recommended for 2025 for the team to grow business development capability to further support the growth of pathway partners for UTS.

The first phase will establish two new positions: Pathway Administrative Assistant (HEW 3), one Pathway Student Advisor (HEW 5), and upgrade the level from HEW 8 to HEW 9 for the Manager, International Pathway Programs to properly align with equivalent Regional Managers within UTS Lifetime Learner Experience Unit (LLE) International Recruitment team.

The second phase will add three additional positions; 2 x Pathway Development Officers (HEW 7) and 1 x Pathway Student Advisor (HEW 5) to foster growth of partnerships and student enrolment.

Remuneration Details:**2024**

Base Salary (Per Annum for 1 FTE)	1 x Admin Assistant (HEW 3) 1 x Pathway Student Advisor (HEW 5) \$15,735 (Upgrade from HEW8.5 to HEW9.3)
Additional loadings/ allowances	None
Total salary	\$66,277 + \$81,968 + 15,735 = \$163,980
Superannuation on base salary (e.g. 17%)	\$27,876
Superannuation on additional loadings/allowances (e.g. 9.5%)	n/a
Total incl. superannuation	\$191,857
On-costs on total salary (currently 8.1%)	\$15,540
TOTAL PER ANNUM COST OF EMPLOYMENT	\$207,397

2025

Base Salary (Per Annum for 1 FTE)	2 x Pathway Development Officer (HEW 7) 1 x Pathway Student Advisor (HEW 5)
Additional loadings/ allowances	None
Total salary	\$83,400 + \$106,855 + \$106,855 = \$297,110
Superannuation on base salary (e.g. 17%)	\$50,508
Superannuation on additional loadings/allowances (e.g. 9.5%)	n/a

Total incl. superannuation	\$347,618
On-costs on total salary (currently 8.1%)	\$28,157
TOTAL PER ANNUM COST OF EMPLOYMENT	\$375,775

Background and Context

Despite the challenging three-year pandemic disruptions, the international students' commencements via the international articulation programs at UTS grew by 154% since 2019 (see Table 1) and the number of the pathway partners grew from 25 to 53 (see Table 2), while the staffing levels in the team have remained unchanged. Following post- pandemic market demand surges, coupled with UTS's rise to the top 100 universities in the world and the positive impact of the UTS scholarship scheme, opportunities in pathways grow exponentially.

Table 1: Commencements and applications of international pathway students

	2019	2020	2021	2022	2023
Pathway commencements and y-o-y growth	s14 cl4 (s14 cl4 (↑ 27%)	s14 cl4 (↑ 11%)	s14 cl4 (↑ 25%)	s14 cl4 (↑ 45%)
Total applications	s14 cl4 (s14 cl4 (↑ 34%)	s14 cl4 (↑ 35%)	s14 cl4 (↑ 11%)	s14 cl4 (↑ 49%)
Conversion rate	65%	62%	51%	57%	55%

Currently there are s14 cl4 (students who are enrolled at UTS via these international pathway programs.

Table 2: Enrolled students via international pathway programs

Total Enrolments on UTS campus via pathways as of 20230901	s14 cl4 (
PG	s14 cl4 (
UG	s14 cl4 (
Total required CP for completion minus RPL granted*	s14 cl4 (a&c)
Projected approx. revenue generation	\$48,000,000

*Data source: CASS ENR report 20230901

Table 3: Current international pathway partners (2019-2023) and projected number of partners (2024-2026)

	2019	2020	2021	2022	2023	2024	2025	2026
Number of pathway partners	26	36	41	48	53	s14 cl4 (a&c)		

The International Pathway Programs team is currently staffed by four continuing positions which have all been fully dedicated in various aspects of partner support and student engagement. Their responsibilities encompass a wide range of activities including identifying potential partners, crafting and submitting pathway collaboration proposals to faculties, negotiating agreements, facilitating agreement signing, promoting pathway programs, assessing international pathway applications, supporting students' orientation and enrolments at UTS, student engagement on campus and reporting back to the partners on their students' performance at UTS where required. These positions are:

- 1 x HEW 8 Manager
- 2 x HEW 6 Program Officer
- 1 x HEW 5 Student Advisor

It is not possible, with current staffing levels, to maintain the level of engagement that is required to nurture the newly established articulation partnerships and continue to grow business sustainably. In the past eight months in 2023 alone, the

team has established nine exclusive programs with four universities in China and one university in Vietnam, with 220 students in the pipeline. UTS is the only destination university overseas after the students' studies in their home countries. As our pathway partners and programs expand into diverse regions, it becomes evident that there is a need to enhance the team's capacity for navigating the complex regional intricacies and dynamics. This entails moving away from a model where one officer is responsible for managing a substantial portion of our global partners.

As this memo is being drafted, besides multiple multi-destination programs, four universities in South Korea and China are engaged concurrently with the team for opportunities to set up seven exclusive articulation programs (on top of the established nine exclusive programs) with UTS faculties of Business, DAB, FASS and FEIT. Please refer to Appendix 2 for these prospective exclusive programs in the pipeline. Cohort-based recruitment via articulation partnerships is becoming increasingly important:

- The pathway set-up is separate from the free market the regional teams are engaged in and is an additional channel of recruitment of international students.
- It is a risk mitigation strategy that reduces the University reliance on free market in international students recruitment
- The approach holds significant value in terms of global outreach and profile building of the University
- The pathway arrangements provide diversification of students' sources and improves the width of disciplinary offerings by the University to international markets
- The pathway students are generally more prepared financially and academically to commit to international studies - very low risk in quality and compliance issues on genuine temporary entrant criteria in some regions.
- The pathway scholarships are not covered by the University broader tuition fee scholarship scheme offered to international students. Instead the team customises scholarships to address the needs of the markets.
- This has resulted in intensified global competition among institutions. Notably, the exceptional revenue generation is underscored in the following Table 4 for UTS:

Table 4: Pathway students number projections 2024 – 2026

	2024	2025	2026
Pathway commencements	s14 cl4 (s14 cl4 (s14 cl4 (
Approx. revenue generated using \$938 per credit (including continuing enrolments)	s14 cl4 (a&c) \$28,000,000	s14 cl4 (a&c) \$46,000,000	s14 cl4 (a&c) \$56,000,000

Note: Fee per credit is taken at \$938 based on the average 2023 fee per credit for the BBUS, BCOM, BE, BIT, ME (Ext.) and MIT (Ext.). 96cp represents two years of full time studies at UTS.

The New Positions Will be Used to Support:

The roles that are the subject of this business case are business critical and are required for UTS to stay competitive in the international articulation market and for the team to deliver to a high standard the support, engagement, development and communication required for UTS to benefit suitably from these opportunities.

2024

HEW 5 Pathway Student Advisor role:

This role's primary responsibility is to engage with the students with an aim to enhance the students' experience once they set their foot at UTS. It is evident that the pathway student's experience significantly influences their fellow students in the pipeline on the choices of future destination universities. Additionally, some pathway partners require UTS to provide academic performance reports for their students at our university. The responsibilities of the role are:

- Onboarding activities for commencing students
- Student engagement and support on campus
- Pathway partner professional development program implementation
- Reporting back to the partners on the pathway students' performance

HEW 3 Pathway Administrative Assistant role:

The role's primary responsibility is to ensure all necessary documentation is in order (applications, transcripts, offers, etc.) for the processing of applications and issuance of offers. This role will develop an annual calendar of activities to ensure the team is on track for each intake and will liaise with the International Admissions team for timely issuance of offers and all other necessary documentation. Other responsibilities include;

- Coordination of communications to stakeholders
- Scheduling of reviews and training
- Filing and document management of agreements, reports, etc.

Updating the current Pathway Programs Manager's role from HEW8 to HEW9:

The role was originally established more than 10 years ago as an HEW8 position. Over the years, it has evolved to have increased Responsibility: The role has grown to encompass a broader spectrum of tasks and responsibilities that beyond its initial job description. This expansion includes the management of a more extensive portfolio of senior stakeholders, growth in number of partners, management of all pathway students' applications and strategic contribution of pathway partnerships to UTS International identity and student diversity.

2025

Two HEW7 Pathway Development Officers role:

The two HEW 7 Pathway Development Officers will be responsible for partnership collaboration and engagement with internal and external stakeholders and risk management for articulation pathway partnerships, including:

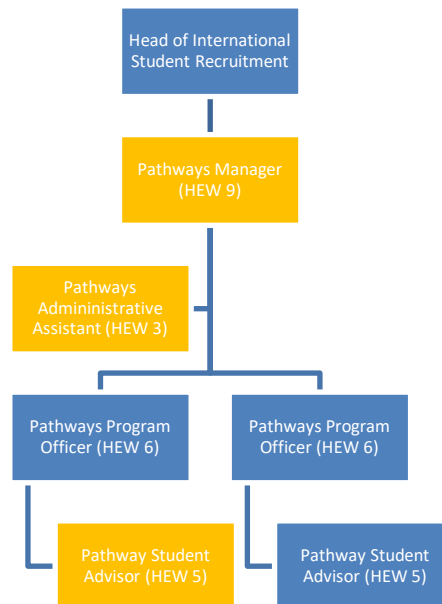
- Responsibility for designated regions in the development of the pathways
- Relationship and with senior stakeholders including Deans, Associate Deans, International Directors at UTS faculties, as well as external organisations
- Identifying pathway opportunities and designing tailored solutions that cater to the specific needs of our partners and align with UTS and its faculties' strategies in internalisation and capacity building.
- Identifying potential pathway partners with students capable of pursuing higher degree research studies at UTS to alleviate the shortage of high-calibre PhD candidates in areas of needs, particularly in FEIT and Faculty of Science. The team is currently engaged in several on potential projects with the objective of partnering with select institutions to meet such demands.
- Engaging in discussions with partners for exclusive and non-exclusive articulation arrangements, which encompass student numbers, scholarships and UTS commitments.
- Implementing academic performance review for pathway students to uphold the quality standards of partners as a specified condition in some of UTS approvals (e.g., 3+2 for select Chinese universities)
- Conducting review and re-evaluation of existing pathway partners so that underperforming partnerships may be terminated, and resources redirected to enable us to channel the efforts towards nurturing and enhancing high-yielding partnerships.

HEW 5 Student Advisor role – as above

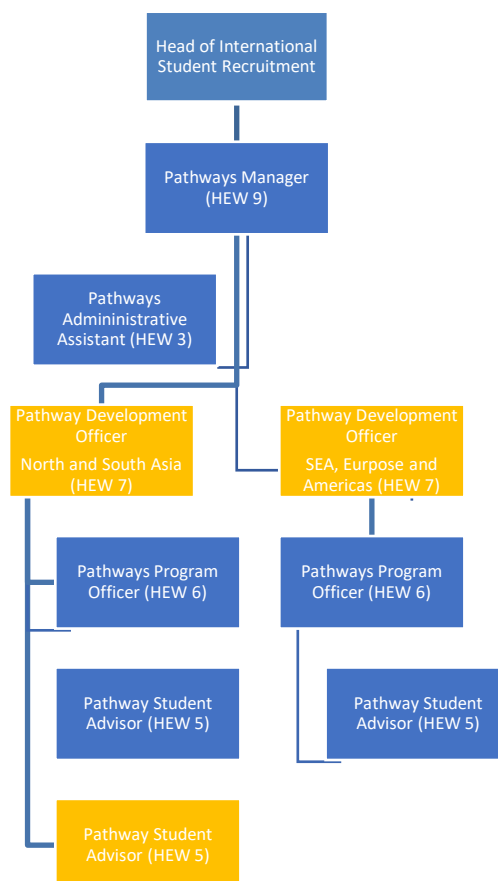
Proposed New Team Structure

*new roles in Yellow

2024



2025



Appendix I: Established or in-process for agreement signing as at 1 September 2023

Region	External Organisation	Model	Level of Studies	UTS Program	Exclusive Cohort Size (enrolled in partner institution as pipeline students for UTS)	Expected First Cohort at UTS	UTS Faculty	Agent	Year of Exclusive Pathway Establishment	
China	Guangdong University of Foreign Studies (GDUFS)	2+2	UG	Bachelor of IT, AI, Cyber	s14 cl4 (a&c)	S2025	Business	TEI	2023	
China	Guangzhou Maritime University (GMU)	3+Pre-Master+UTS Master	PG	PG courses with Pre-Master Articulations		S2025	Business	ABG	2021	
s14 cl4 (a&c)										
China	Jinan University Zhuhai Campus	2+2	UG	Bachelor of Business	s14 cl4 (a&c)	S2025	Business	EIC GZ	2023	
				Bachelor of IT, AI, Cyber		S2025	FEIT			
China	Wuhan Institute of Technology (WIT)	3+2	PG	PG Business Programs		S2026	Business	Austlink	2023	
				PG FEIT Programs		S2026	FEIT			
				PG Law Programs		S2026	Law			
Vietnam	Van Lang University	2+2	UG	Bachelor of IT, AI, Cyber		S2025	Business	HEG	2023	
				Bachelor of Business		S2025	FEIT			
Region	External Organisation	Model	Level of Studies	UTS Program			Expected First Cohort at UTS	UTS Faculty	Agent	Expected Year of Exclusive Pathway Establishment
China	Guangdong University of Foreign Studies (GDUFS)	2+2 (in-plan)	UG	Bachelor of Business		s14 cl4 (a&c)	S2026	Business	TEI	2023
				Bachelor of Computer Science	S2026		FEIT	2023		
		2+2 (out-of-plan)	UG	Bachelor of Communication in MAP/Bachelor of	S2026			2023		

				Communication in Digital and Social Media	s14 cl4 (a&c)				
				Bachelor of Design in Visual Communication		S2026	DAB		2023
China	Guangdong University of Finance (GDUF)	2+2	UG	Bachelor of IT/ Bachelor of Games Development		S2025	FEIT	ABG	2023

s14 cl4 (a&c)

Appendix III: International pathway partner institutions

	Region	External Organisation	Year of Pathway Establishment
1	Australia	International College of Management Sydney (ICMS)	2015
2	Bangladesh	Premier University	2022
3	China	Melbourne Institute of Advanced Studies (MCAS)	2020
4	China	Beijing Foreign Studies University (BFSU)	2017
5	China	Central University of Finance and Economics (CUFE)	2023
6	China	Dongbei University of Finance and Economics (DUFE)	2018
7	China	Sydney Smart Technology College (SSTC)	2020
8	China	South China University of Technology (SCUT)	2018
9	China	Guangdong University of Finance (GDUF)	2020
10	China	Soochow University (Soochow)	2020
11	China	Guangdong University of Technology (GDUT)	2015
12	China	Hebei Normal University (HBNU)	2015
13	China	Guangzhou Maritime University (GMU)	2021
14	China	Hunan University of Finance and Economics (HUFE)	2014
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36	India	Vellore Institute of Technology (VIT)	2019
37	India	Gujarat Law Society University (GLS)	2022
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45	Singapore	Temasek Polytechnic	2013
46	South Korea	IEN Institute	2018
47	Sri Lanka	UTS College Sri Lanka	2019
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51	Vietnam	International School of Business, University of Economics HCMC (ISB)	2022
52	Vietnam	Van Lang University	2023
53	Vietnam	VinUniversity	2022

From: [Peter Murray](#)
To: [Connie Cui](#); [Vivek Sokhal](#); [Mary Ma](#); [Fiona Board](#); [Alex Sabharwal](#); [Liz Treacy Bascunan](#); [Mychel Palamountain](#)
Subject: FW: VC Approval to recruit for the Admissions and Pathways
Date: Thursday, March 7, 2024 10:27:34 AM
Attachments: [Memo - Resourcing Papers Admissions and Pathways with Cover Memo Approved version 20240201 \(3\).pdf](#)
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[image019.vrmz](#)
[image020.png](#)

Hi All, please attach this email, along with the Admissions/Pathways paper to all iRecruit requests that were approved for Pathways/Admissions/Recruitment.

Thanks,

Pete

Peter Murray
Head • International Student Recruitment
International Student Recruitment Team
Future Learner Recruitment and Admissions
University of Technology Sydney
T. +61 **Out of scope**
PO Box 123, Broadway NSW 2007 Australia
international.uts.edu.au



From: Jacqui Wise <Jacqui.Wise@uts.edu.au>
Sent: Tuesday, 5 March 2024 4:39 PM
To: Tim Maillet <Tim.Maillet@uts.edu.au>; Peter Murray <Peter.Murray@uts.edu.au>
Cc: Kylie Readman <Kylie.Readman@uts.edu.au>; Iain Watt <Iain.Watt@uts.edu.au>
Subject: FW: VC Approval to recruit for the Admissions and Pathways

FYI... should start flowing now. Please attached this email (and the attached) to iRecruit requests.

Regards

Jacqui

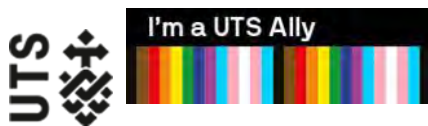
Jacqui Wise (she/her)
Pro Vice-Chancellor (Students)

It often suits me to work and send emails outside of normal operating hours, but I do not expect you to read, respond or action this email outside of your working hours.

1300 ASK UTS (1300 275 887)
T. +61 (02) 9514 1208
M. +61 (0) **Out of scope**
E. jacqui.wise@uts.edu.au
W. www.uts.edu.au
P. PO Box 123 Broadway NSW 2007 Australia

CRICOS Provider Code 00099F





I acknowledge the Gadigal People of the Eora Nation and the Boorooberongal People of the Dharug Nation upon whose ancestral lands our campuses now stand, as well as the Cammaraygal People of the Eora Nation (the traditional owners of the land which I have made my home and from which I occasionally work for UTS). I would also like to pay respect to the Elders both past and present, acknowledging them as the traditional custodians of knowledge for these lands.

From: Sam Sandford <Samantha.Sandford@uts.edu.au> **On Behalf Of** Andrew Parfitt
Sent: Tuesday, March 5, 2024 3:41 PM
To: Abbie Smith <Abbie.Smith@uts.edu.au>
Cc: Jacqui Wise <Jacqui.Wise@uts.edu.au>; Andrew Parfitt <Andrew.Parfitt@uts.edu.au>
Subject: VC Approval to recruit for the Admissions and Pathways

Dear Abbie

Please find attached my approval to establish and recruit the following new positions, and review and reclassify one existing position. These positions can be created and amended on the strength of the attached approved business case and do not require, in this instance, additional business cases for the COO's approval:

- 1 FTE x HEW 3 Admin Assistant
- 2 FTE x HEW 5 Pathway Student Advisor (may be recruited separately as needed)
- 2 FTE x HEW 7 Pathway Development Officer (may be recruited separately as needed)
- Review and reclassification of existing Manager, International Pathway Programs from HEW8.5 to HEW 9.3

These positions are critical to maintaining a healthy international student revenue stream, so your support is very much appreciated.

Regards
Andrew

Professor Andrew Parfitt
Vice-Chancellor and President

University of Technology Sydney
Building 1, Level 4A, 15 Broadway
ULTIMO NSW 2007

TEL: +61 (02) 9514 1333
Email: Andrew.Parfitt@uts.edu.au
Executive Assistant: Samantha.Sandford@uts.edu.au
Website: uts.edu.au

UTS Confidential

UTS MEMORANDUM - COVER

UTS INTERNATIONAL AND LIFETIME LEARNER EXPERIENCE			
TO:	PROF. ANDREW PARFITT, VICE-CHANCELLOR AND PRESIDENT	DATE:	01/02/2024
ACTION:	FOR RESPONSE/APPROVAL	RESPOND BY:	N/A
FROM:	PETER MURRAY, HEAD, INTERNATIONAL STUDENT RECRUITMENT MYCHEL PALAMOUNTAIN, DEPUTY DIRECTOR, COMPLIANCE, INSIGHTS AND RELATIONS	FILE NO:	0000000
SUBJECT:	COVER MEMO: MEMOS FOR RESOURCING OF INTERNATIONAL LOAD TARGETS/SSVF RISK RATING & INTERNATIONAL PATHWAYS PROGRAMS TEAM NEW POSITIONS		

Purpose

This memo covers two Memorandums. Following review of these papers by the above recipients on 23 January 2023, it has been agreed that resourcing as per each paper will be put forward for approval, with the below updates:

1) Memo - International Pathways Team New Positions

The recommended appointments will be within the financial envelope as per the original paper but, as discussed and agreed to in the meeting, the timing of appointments is to be based on the advice of the Head, International Student Recruitment in line with tangible workload increase.

The hiring schedule of these appointments are revised as per the below tables; in 2024, allocation allows for addressing of current resource gaps (HEW3 and HEW5), while supporting expansion of pathways (HEW7) and updating the leadership of the team to the appropriate level which matches all other leadership roles in the LLE International Recruitment Team (reclassification of Manager, International Pathways Programs from HEW8 to HEW9). The level and step reflect the skills and experience of the incumbent to the upgraded role, who has already acted at SSG1 level in 2023. The 2025 resource allocation provides for resourcing to support servicing of the projected increase in workflow resulting from 2024 expansion activities (HEW5) and further expansion of pathways (HEW7).

2024

Base Salary (Per Annum for 1 FTE)	1 x Admin Assistant (HEW 3) 1 x Pathway Student Advisor (HEW 5) 1 x Pathway Development Officer (HEW 7)
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	\$15,735 (Reclassification of Manager, International Pathway Programs from HEW8.5 to HEW 9.3)
Additional loadings/ allowances	None
Total salary	$\$66,277 + \$81,968 + + \$106,855 + 15,735 = \$270,835$
Superannuation on base salary (e.g. 17%)	\$46,041
Superannuation on additional loadings/allowances (e.g. 9.5%)	n/a
Total incl. superannuation	\$316,876
On-costs on total salary (currently 8.1%)	\$25,666
TOTAL PER ANNUM COST OF EMPLOYMENT	\$342,542

2025

Base Salary (Per Annum for 1 FTE)	1 x Pathway Development Officer (HEW 7) 1 x Pathway Student Advisor (HEW 5)
Additional loadings/ allowances	None
Total salary	$\$83,400 + \$106,855 = \$190,255$
Superannuation on base salary (e.g. 17%)	\$32,343
Superannuation on additional loadings/allowances (e.g. 9.5%)	n/a
Total incl. superannuation	\$222,598
On-costs on total salary (currently 8.1%)	\$18,030
TOTAL PER ANNUM COST OF EMPLOYMENT	\$240,628

2) Memo - Resourcing of International Load Targets/SSVF Risk Rating

Out of scope

Approved by:



Professor Andrew Parfitt
Vice-Chancellor & President

1/2/24

MEMORANDUM

TO: Kylie Readman, Deputy Vice Chancellor, Education & Students

FROM: Tim Maillet, Director, Future Learners

CC: Iain Watt, Deputy Vice Chancellor, International and Jacqui Wise, Executive Director, LLE

DATE: November 2023 (Updated 01/02/2024)

RE: Establishment of new positions in International Pathway Programs team in 2024 and 2025

Recommendation

It is recommended to take a phased approach to growth for the LLE International Pathways team. Currently, the team does not have enough administrative staff to handle the work required to properly service the current partners, so the first phase of change is to “right-size” the team to properly support these partners. The second phase is recommended for 2025 for the team to grow business development capability to further support the growth of pathway partners for UTS.

The recommended appointments will be within the financial envelope as per the original paper but, as discussed and agreed to in the meeting, the timing of appointments is to be based on the advice of the Head, International Student Recruitment in line with tangible workload increase.

The hiring schedule of these appointments are shown in the below tables:

in 2024, allocation allows for addressing of current resource gaps (HEW3 and HEW5), while supporting expansion of pathways (HEW7) and updating the Manager, International Pathways Programs to the appropriate level which matches all other leadership roles in the LLE International Recruitment Team and reflects the skills and experience required for the position (HEW8 to HEW9).

The 2025 resource allocation provides for resourcing to support servicing of the projected increase in workflow resulting from 2024 expansion activities (HEW5) and further expansion of pathways (HEW7).

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Background and Context

Despite the challenging three-year pandemic disruptions, the international students' commencements via the international articulation programs at UTS grew by 154% since 2019 (see Table 1) and the number of the pathway partners grew from 25 to 53 (see Table 2), while the staffing levels in the team have remained unchanged. Following post- pandemic market demand surges, coupled with UTS's rise to the top 100 universities in the world and the positive impact of the UTS scholarship scheme, opportunities in pathways grow exponentially.

Table 1: Commencements and applications of international pathway students

	2019	2020	2021	2022	2023
Pathway commencements and y-o-y growth	s14 cl4 (a)	s14 cl4 (a) (↑ 27%)	s14 cl4 (a) (↑ 11%)	s14 cl4 (a) (↑ 25%)	s14 cl4 (a) (↑ 45%)
Total applications	s14 cl4 (a)	s14 cl4 (a) (↑ 34%)	s14 cl4 (a) (↑ 35%)	s14 cl4 (a) (↑ 11%)	s14 cl4 (a) (↑ 49%)
Conversion rate	65%	62%	51%	57%	55%

Currently there are s14 cl4 (a) students who are enrolled at UTS via these international pathway programs.

Table 2: Enrolled students via international pathway programs

Total Enrolments on UTS campus via pathways as of 20230901	s14 cl4 (a)
PG	s14 cl4 (a)
UG	s14 cl4 (a)
Total required CP for completion minus RPL granted*	s14 cl4 (a&c)
Projected approx. revenue generation	\$48,000,000

*Data source: CASS ENR report 20230901

Table 3: Current international pathway partners (2019-2023) and projected number of partners (2024-2026)

	2019	2020	2021	2022	2023	2024	2025	2026
Number of pathway partners	26	36	41	48	53	s14 cl4 (a&c)		

The International Pathway Programs team is currently staffed by four continuing positions which have all been fully dedicated in various aspects of partner support and student engagement. Their responsibilities encompass a wide range of activities including identifying potential partners, crafting and submitting pathway collaboration proposals to faculties, negotiating agreements, facilitating agreement signing, promoting pathway programs, assessing international pathway applications, supporting students' orientation and enrolments at UTS, student engagement on campus and reporting back to the partners on their students' performance at UTS where required. These positions are:

- 1 x HEW 8 Manager
- 2 x HEW 6 Program Officer
- 1 x HEW 5 Student Advisor

It is not possible, with current staffing levels, to maintain the level of engagement that is required to nurture the newly established articulation partnerships and continue to grow business sustainably. In the past eight months in 2023 alone, the team has established nine exclusive programs with four universities in China and one university in Vietnam, with 220 students in the pipeline. UTS is the only destination university overseas after the students' studies in their home countries. As our pathway partners and programs expand into diverse regions, it becomes evident that there is a need to enhance the team's capacity for navigating the complex regional intricacies and dynamics. This entails moving away from a model where one officer is responsible for managing a substantial portion of our global partners.

As this memo is being drafted, besides multiple multi-destination programs, four universities in South Korea and China are engaged concurrently with the team for opportunities to set up seven exclusive articulation programs (on top of the established nine exclusive programs) with UTS faculties of Business, DAB, FASS and FEIT. Please refer to Appendix 2 for these prospective exclusive programs in the pipeline. Cohort-based recruitment via articulation partnerships is becoming increasingly important:

- The pathway set-up is separate from the free market the regional teams are engaged in and is an additional channel of recruitment of international students.
- It is a risk mitigation strategy that reduces the University reliance on free market in international students recruitment
- The approach holds significant value in terms of global outreach and profile building of the University
- The pathway arrangements provide diversification of students' sources and improves the width of disciplinary offerings by the University to international markets
- The pathway students are generally more prepared financially and academically to commit to international studies - very low risk in quality and compliance issues on genuine temporary entrant criteria in some regions.
- The pathway scholarships are not covered by the University broader tuition fee scholarship scheme offered to international students. Instead the team customises scholarships to address the needs of the markets.
- This has resulted in intensified global competition among institutions. Notably, the exceptional revenue generation is underscored in the following Table 4 for UTS:

Table 4: Pathway students number projections 2024 – 2026

	2024	2025	2026
Pathway commencements	s14 cl4 (a)	s14 cl4 (a)	s14 cl4 (a)
Approx. revenue generated using \$938 per credit (including continuing enrolments)	s14 cl4 (a&c) \$28,000,000	s14 cl4 (a&c) \$46,000,000	s14 cl4 (a&c) \$56,000,000

Note: Fee per credit is taken at \$938 based on the average 2023 fee per credit for the BBUS, BCOM, BE, BIT, ME (Ext.) and MIT (Ext.). 96cp represents two years of full time studies at UTS.

The New Positions Will be Used to Support:

The roles that are the subject of this business case are business critical and are required for UTS to stay competitive in the international articulation market and for the team to deliver to a high standard the support, engagement, development and communication required for UTS to benefit suitably from these opportunities.

2024

HEW 5 Pathway Student Advisor role:

This role's primary responsibility is to engage with the students with an aim to enhance the students' experience once they set their foot at UTS. It is evident that the pathway student's experience significantly influences their fellow students in the pipeline on the choices of future destination universities. Additionally, some pathway partners require UTS to provide academic performance reports for their students at our university. The responsibilities of the role are:

- Onboarding activities for commencing students
- Student engagement and support on campus
- Pathway partner professional development program implementation
- Reporting back to the partners on the pathway students' performance

HEW 3 Pathway Administrative Assistant role:

The role's primary responsibility is to ensure all necessary documentation is in order (applications, transcripts, offers, etc.) for the processing of applications and issuance of offers. This role will develop an annual calendar of activities to ensure the team is on track for each intake and will liaise with the International Admissions team for timely issuance of offers and all other necessary documentation. Other responsibilities include;

- Coordination of communications to stakeholders
- Scheduling of reviews and training
- Filing and document management of agreements, reports, etc.

Updating the current Pathway Programs Manager's role from HEW8 to HEW9:

The role was originally established more than 10 years ago as an HEW8 position. Over the years, it has evolved to have increased Responsibility: The role has grown to encompass a broader spectrum of tasks and responsibilities that beyond its initial job description. This expansion includes the management of a more extensive portfolio of senior stakeholders, growth in number of partners, management of all pathway students' applications and strategic contribution of pathway partnerships to UTS International identity and student diversity.

2025

Two HEW7 Pathway Development Officers role:

The two HEW 7 Pathway Development Officers will be responsible for partnership collaboration and engagement with internal and external stakeholders and risk management for articulation pathway partnerships, including:

- Responsibility for designated regions in the development of the pathways
- Relationship and with senior stakeholders including Deans, Associate Deans, International Directors at UTS faculties, as well as external organisations
- Identifying pathway opportunities and designing tailored solutions that cater to the specific needs of our partners and align with UTS and its faculties' strategies in internalisation and capacity building.
- Identifying potential pathway partners with students capable of pursuing higher degree research studies at UTS to alleviate the shortage of high-calibre PhD candidates in areas of needs, particularly in FEIT and Faculty of Science. The team is currently engaged in several on potential projects with the objective of partnering with select institutions to meet such demands.
- Engaging in discussions with partners for exclusive and non-exclusive articulation arrangements, which encompass student numbers, scholarships and UTS commitments.
- Implementing academic performance review for pathway students to uphold the quality standards of partners as a specified condition in some of UTS approvals (e.g., 3+2 for select Chinese universities)

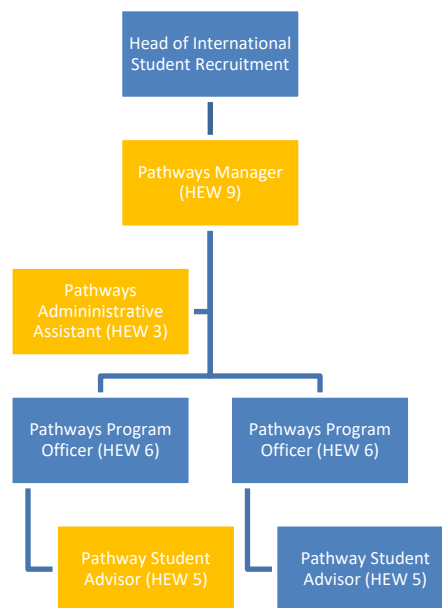
- Conducting review and re-evaluation of existing pathway partners so that underperforming partnerships may be terminated, and resources redirected to enable us to channel the efforts towards nurturing and enhancing high-yielding partnerships.

HEW 5 Student Advisor role – as above

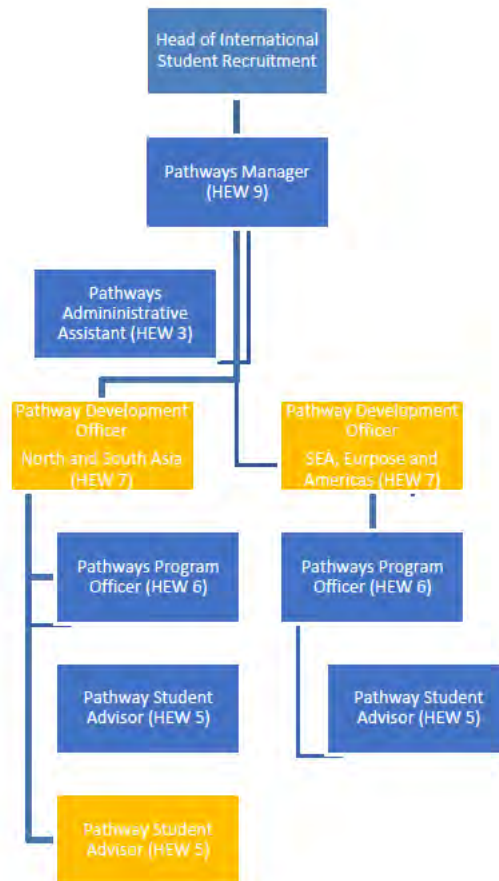
Proposed New Team Structure

*new roles in Yellow

2024



2025



Appendix I: Established or in-process for agreement signing as at 1 September 2023

Region	External Organisation	Model	Level of Studies	UTS Program	Exclusive Cohort Size (enrolled in partner institution as pipeline students for UTS)	Expected First Cohort at UTS	UTS Faculty	Agent	Year of Exclusive Pathway Establishment	
China	Guangdong University of Foreign Studies (GDUFS)	2+2	UG	Bachelor of IT, AI, Cyber	s14 cl4 (a&c)	S2025	Business	TEI	2023	
China	Guangzhou Maritime University (GMU)	3+Pre-Master+UTS Master	PG	PG courses with Pre-Master Articulations		S2025	Business	ABG	2021	
s14 cl4 (a&c)										
China	Jinan University Zhuhai Campus	2+2	UG	Bachelor of Business	s14 cl4 (a&c)	S2025	Business	EIC GZ	2023	
				Bachelor of IT, AI, Cyber		S2025	FEIT			
China	Wuhan Institute of Technology (WIT)	3+2	PG	PG Business Programs		S2026	Business	Austlink	2023	
				PG FEIT Programs		S2026	FEIT			
				PG Law Programs		S2026	Law			
Vietnam	Van Lang University	2+2	UG	Bachelor of IT, AI, Cyber		S2025	Business	HEG	2023	
				Bachelor of Business		S2025	FEIT			
Region	External Organisation	Model	Level of Studies	UTS Program			Expected First Cohort at UTS	UTS Faculty	Agent	Expected Year of Exclusive Pathway Establishment
China	Guangdong University of Foreign Studies (GDUFS)	2+2 (in-plan)	UG	Bachelor of Business			S2026	Business	TEI	2023
				Bachelor of Computer Science			S2026	FEIT		2023
		2+2 (out-of-plan)	UG	Bachelor of Communication in MAP/Bachelor of		S2026		2023		

				Communication in Digital and Social Media	s14 cl4 (a&c)				
				Bachelor of Design in Visual Communication		S2026	DAB		2023
China	Guangdong University of Finance (GDUF)	2+2	UG	Bachelor of IT/ Bachelor of Games Development		S2025	FEIT	ABG	2023

s14 cl4 (a&c)

Appendix III: International pathway partner institutions

	Region	External Organisation	Year of Pathway Establishment
1	Australia	International College of Management Sydney (ICMS)	2015
2	Bangladesh	Premier University	2022
3	China	Melbourne Institute of Advanced Studies (MCAS)	2020
4	China	Beijing Foreign Studies University (BFSU)	2017
5	China	Central University of Finance and Economics (CUFE)	2023
6	China	Dongbei University of Finance and Economics (DUFE)	2018
7	China	Sydney Smart Technology College (SSTC)	2020
8	China	South China University of Technology (SCUT)	2018
9	China	Guangdong University of Finance (GDUF)	2020
10	China	Soochow University (Soochow)	2020
11	China	Guangdong University of Technology (GDUT)	2015
12	China	Hebei Normal University (HBNU)	2015
13	China	Guangzhou Maritime University (GMU)	2021
14	China	Hunan University of Finance and Economics (HUFE)	2014
15	China	Jilin University Lambton College (JULC)	2017
16	China	Northwest University of Political Science and Law (NWUPL)	2018
17	China	Shandong Normal University (SDNU)	2022
18	China	Wuhan Institute of Technology (WIT)	2023
19	China	Qufu Normal University (QFNU)	2023
20	China	Shandong University of Technology (SDUT)	2022
21	China	Guangdong University of Foreign Studies (GDUFS)	2018
22	China	South China Business College (SCBC)	2013
23	China	UTS Foundation program China (GEG)	2021
24	China	Southwest University of Political Science and Law (SWUPL)	2022
25	China	Harbin Engineering University (HEU)	2020
26	China	Jinan University Zhuhai campus	2023
27	France	ECAM LaSalle	2020
28	France	Institut Mines-Télécom (IMT)	2020
29	France	École de Biologie Industrielle (EBI France)	2020
30	France	IPAG Business School	2021
31	France	Paris School of Business	2021
32	France	Pôle Universitaire Léonard de Vinci	2020
33	India	ICAS Manipal University	2019
34	India	Kings Cornerstone International College (KCIC)	2020
35	India	Lovely Professional University (LPU)	2021
36	India	Vellore Institute of Technology (VIT)	2019
37	India	Gujarat Law Society University (GLS)	2022
38	Indonesia	UIC Indonesia	2018
39	Malaysia	Taylor's University	2018
40	Malaysia	Sunway College	2019
41	Singapore	Nanyang Polytechnic	2013
42	Singapore	Ngee Ann Polytechnic	2013
43	Singapore	Republic Polytechnic	2013
44	Singapore	Singapore Polytechnic	2013


45	Singapore	Temasek Polytechnic	2013
46	South Korea	IEN Institute	2018
47	Sri Lanka	UTS College Sri Lanka	2019
48	Taiwan	National Taipei University of Business (NTUB)	2018
49	Thailand	Mahidol University	2013
50	Vietnam	Ho Chi Minh City University of Technology (HCMUT)	2014
51	Vietnam	International School of Business, University of Economics HCMC (ISB)	2022
52	Vietnam	Van Lang University	2023
53	Vietnam	VinUniversity	2022

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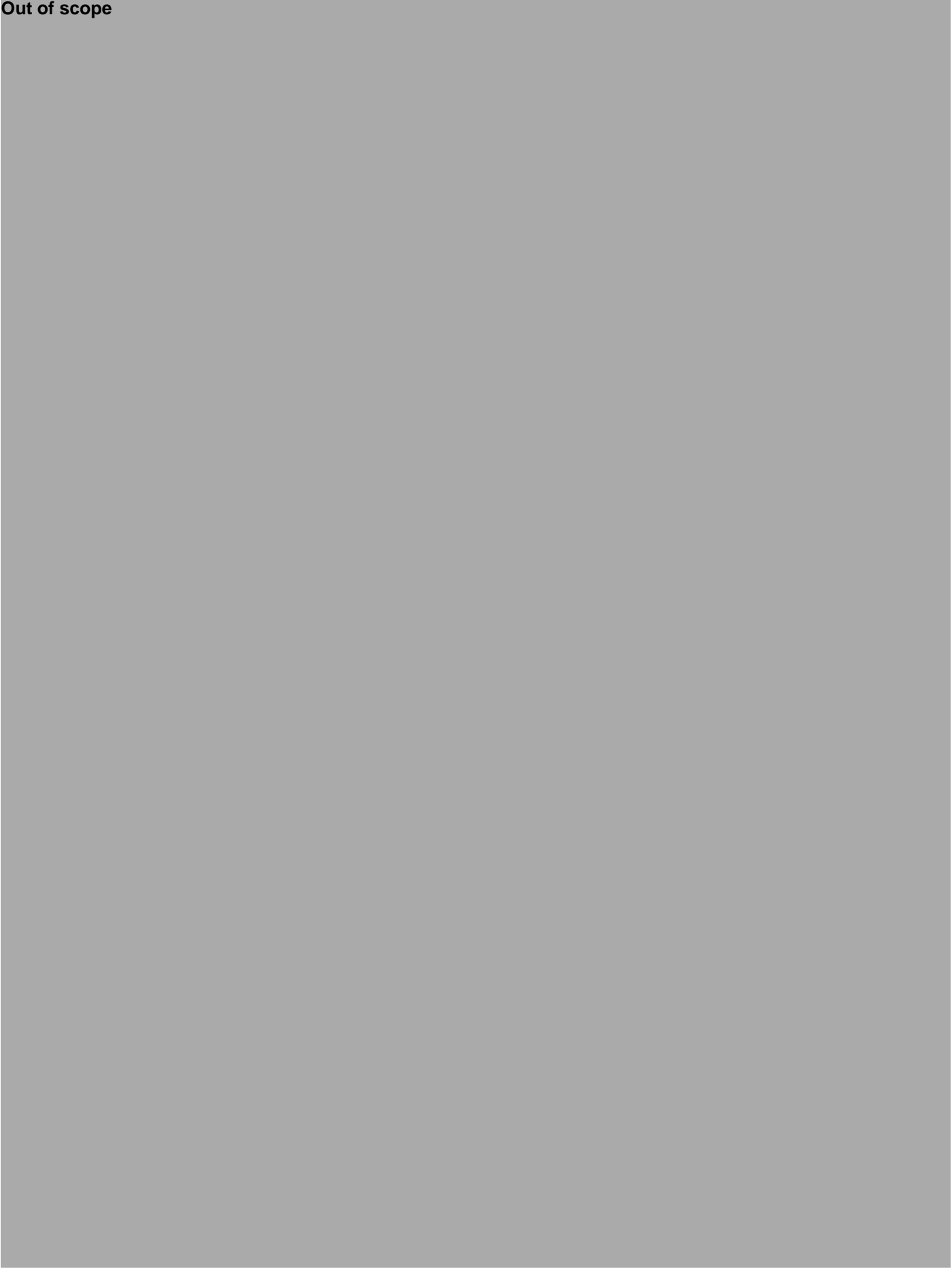
UTS MEMORANDUM

UTS INTERNATIONAL AND LIFETIME LEARNER EXPERIENCE			
TO:	PROF. ANDREW PARFITT, VICE-CHANCELLOR AND PRESIDENT PROF. VICKI CHEN, PROVOST AND SENIOR VICE-PRESIDENT PROF. KYLIE READMAN, DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT (EDUCATION AND STUDENTS) IAIN WATT, DEPUTY VICE-CHANCELLOR (INTERNATIONAL) AND VICE-PRESIDENT (INTERNATIONAL)	DATE:	01/02/2024
ACTION:	FOR RESPONSE/APPROVAL	RESPOND BY:	N/A
FROM:	PETER MURRAY, HEAD, INTERNATIONAL STUDENT RECRUITMENT MYCHEL PALAMOUNTAIN, DEPUTY DIRECTOR, COMPLIANCE, INSIGHTS AND RELATIONS	FILE NO:	0000000
SUBJECT:	RESOURCING OF INTERNATIONAL LOAD TARGETS/SSVF RISK RATING		


Out of scope



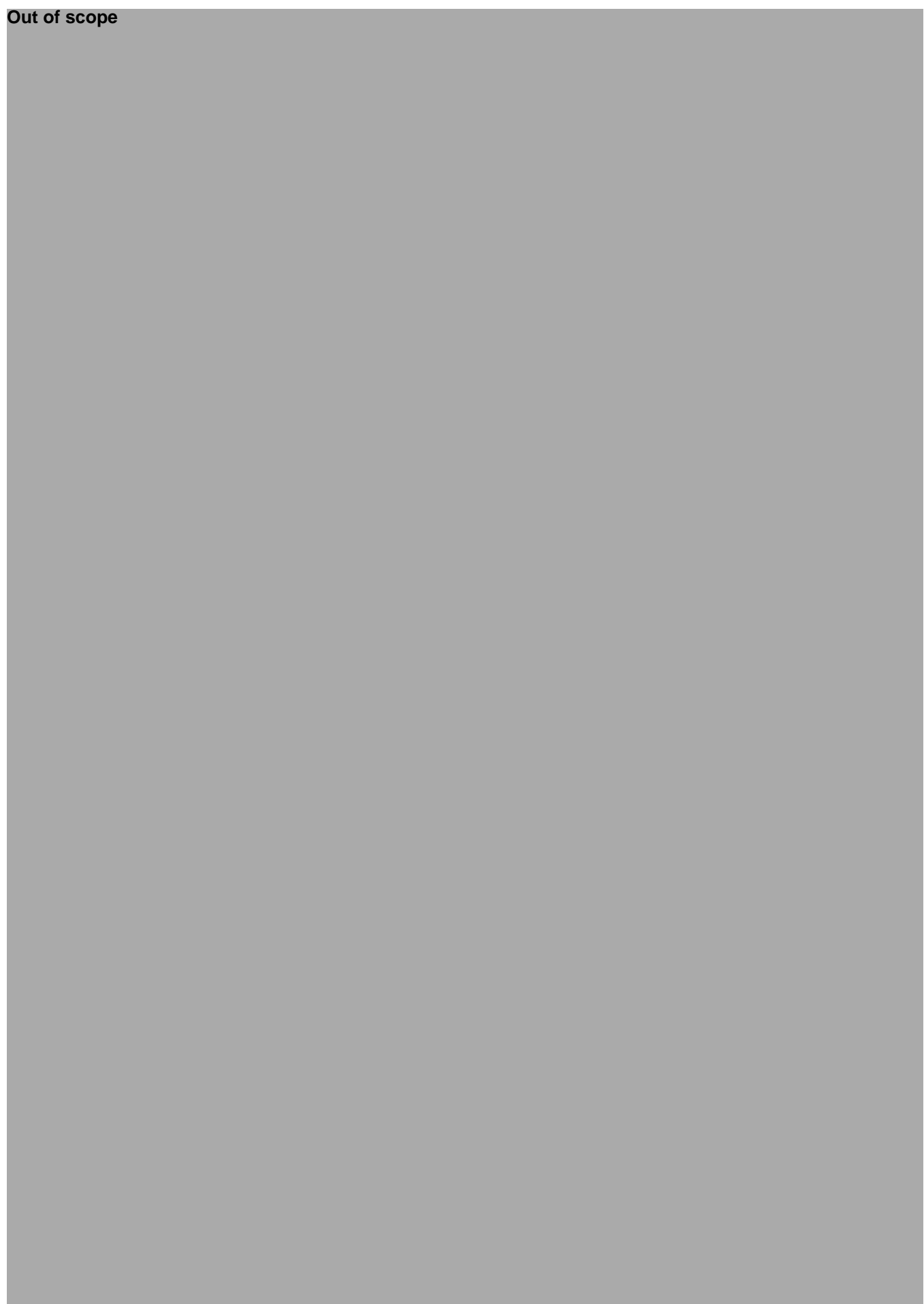
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Pathways Resourcing

It is also recommended that the previous proposal outlining resourcing for the International Pathways team be approved, with additional staffing to be deployed over 2024 and 2025, with the phasing in of this resourcing managed by the Manager, International Pathways team.

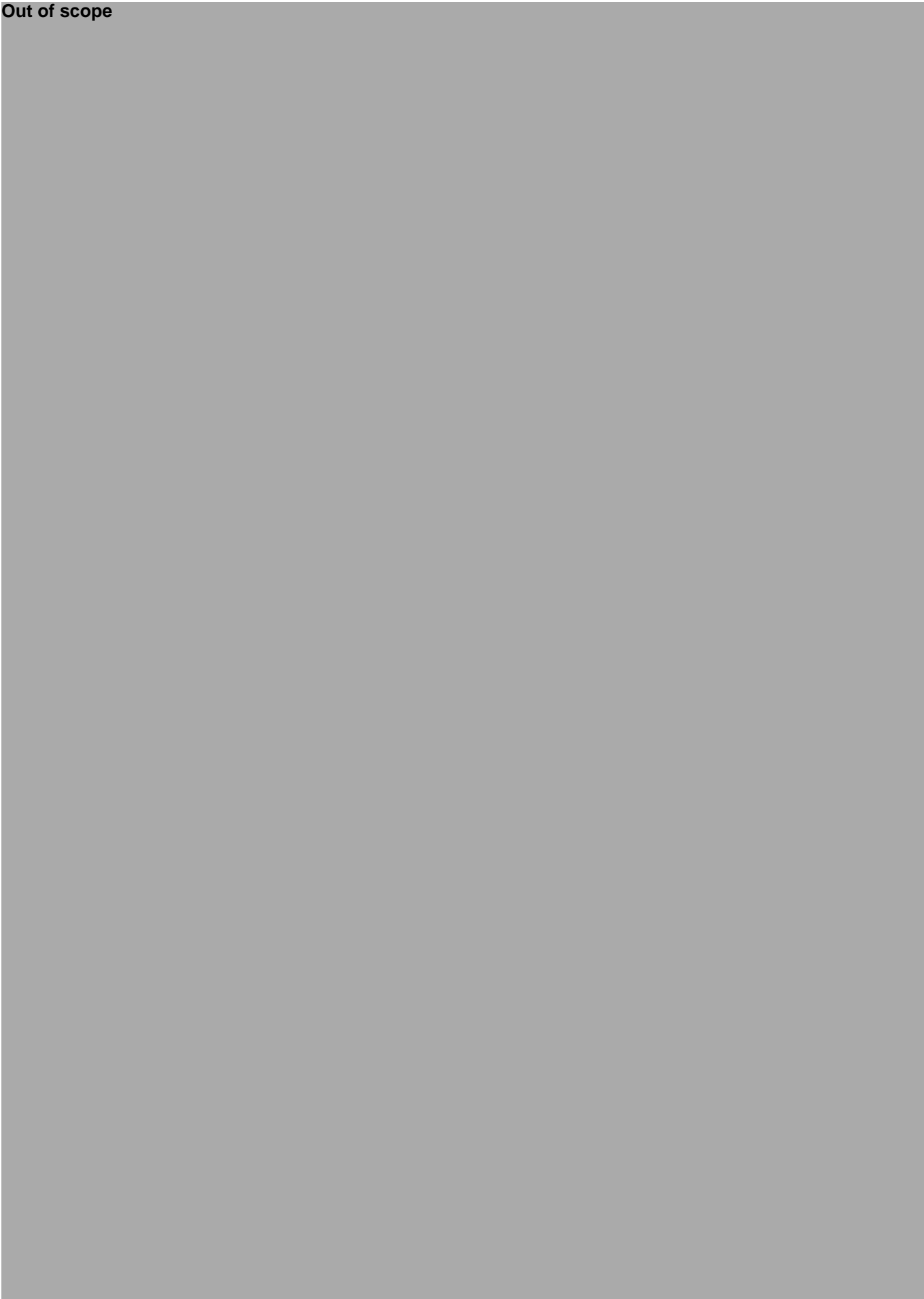
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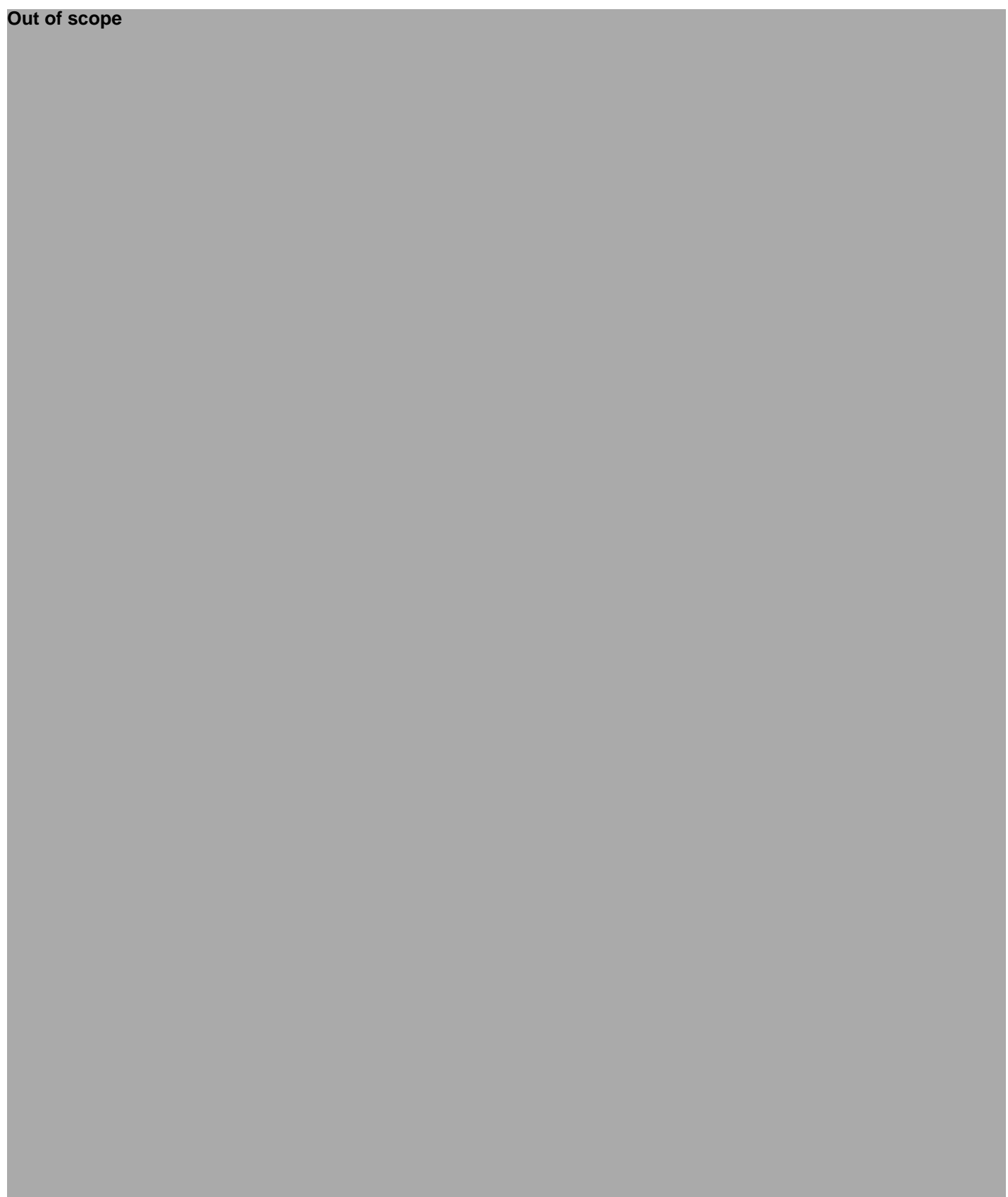
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