


WESTERN SYDNEY
UNIVERSITY



RESEARCH, ENTERPRISE AND INTERNATIONAL

2021–2026 STRATEGIC PLAN





WITH RESPECT FOR ABORIGINAL CULTURAL PROTOCOL
AND OUT OF RECOGNITION THAT ITS CAMPUSES OCCUPY
THEIR TRADITIONAL LANDS, WESTERN SYDNEY UNIVERSITY
ACKNOWLEDGES THE DARUG, EORA, DHARAWAL (ALSO
REFERRED TO AS THARAWAL) AND WIRADJURI PEOPLES AND
THANKS THEM FOR THEIR SUPPORT OF ITS WORK ON THEIR
LANDS (GREATER WESTERN SYDNEY AND BEYOND).



Message from the Deputy Vice Chancellor and Vice President, Research, Enterprise and International



As Deputy Vice Chancellor and Vice President, Research, Enterprise and International, I am delighted to present the Divisional Strategic Plan for Research, Enterprise and International.

The Division's Strategy responds to the University's broader strategic focus, articulated in the University's Strategic Plan 2021-2026 Sustaining Success, as well as the unique circumstances in which we are positioned as a University - globally and locally.

Western Sydney University occupies a pivotal position at a key moment in our region's growth to which our research, partnerships and international activities are responding. Western's continued outward-facing research focus and sustained research excellence – combined with our ambitions as a partner of choice for industry, government and communities – optimises translation, drives innovation and entrepreneurship and maximizes the international student experience and research. The Divisional agenda of breaking down the barriers between disciplines, industry and government to deliver innovation and tackle intractable challenges, is embedded in all our activities. It is this convergence of strength that contributes to impactful economic, social and environmental change.

Sustaining Success will see us extend our reach and continue to grow our reputation and our contributions – regionally, nationally and internationally - as we address escalating and complex global challenges together with external stakeholders and end users. Informing the Divisional Plan are the University's Principles (sustainability, equity, transformation and connectedness) and our Values of boldness, fairness, integrity and excellence. Each value stands independently, yet all values work in tandem while ideating the principles – this agility is a key dimension of the Divisional Strategy. The Division's activities contribute to the resolution of challenges and the realisation of opportunities through robust interrogation and innovation.

Our entrepreneurial drive, our capacity to bring together practitioners and end users to help shape and transform the region to build expertise, supports a society made better by knowledge, broadened by exposure and prepared for a global future. International research, education, partnerships, rankings, and mobility underpin Western's global brand and reputation. The Divisional Strategic Plan will accelerate this reputation. It will create stronger partnerships, consolidated research strengths and broader international relationships and markets.

The endeavours outlined in the Divisional Strategic Plan correspond to Western's multidimensional approach to the region's, and the globe's, most pressing issues and opportunities. The Divisional Strategic Plan covers the delivery of research and entrepreneurship at our precincts, the escalation of, and investment in, our alliances across the sector and with our partners, our global reach, the ongoing investment in our researchers and research capacity along with Western's contribution to regional transformation.

The Division of Research, Enterprise and International will continue to deliver on all fronts, ensuring Western's position as a world leading institution for entrepreneurship, innovation and research.

Professor Deborah Sweeney
Deputy Vice Chancellor REI



PUR

The Division of Research, Enterprise and International supports research excellence, knowledge generation and translation, innovation, entrepreneurship and national and global partnerships. The Division leverages Western's capabilities and capacity to achieve impact in a rapidly changing world.

Western creates global impact through our commitment to excellence, our continued outward focus and our strategic alliances as we address escalating and complex societal, environmental, health and economic challenges globally, including those which foster inequality and social exclusion.

POSE

DIVISIONAL PORTFOLIOS

RESEARCH

Western's cross-disciplinary expertise in partnership with industry, government and the community tackles local, national and global issues through challenge centric co-designed research that translates into policy, practice and solutions.

We identify and foster areas of potential, including the next generation of research leaders, facilities and research training. Our research delivers impact through a robust, transparent and supportive research culture that fosters excellence, engages and challenges researchers and students, and champions and celebrates our strengths and contributions.

ENTERPRISE

Innovation and entrepreneurship is the pathway to navigate today's world of rapid technological change and continuous disruption that is transforming economies, labour markets, social structures and the way we engage with the natural and built environments.

Western, through Enterprise, will drive entrepreneurship, research translation, regional advocacy and development.

Enterprise provides a platform for Western's partners from industry, government and communities to maximise their opportunities to solve complex problems by engaging with our range of research, training, students, and support programs.

INTERNATIONAL

Western will offer a comprehensive program of internationalisation, with research, partnership, and student experience at its core.

Western will foster world leading collaborations focused on global resonance. Our international alliances will have worldwide reach that also ensures local impact.

Through International, Western will develop graduates who are equipped for the disrupted future of work. We will do this by delivering curriculum that's shaped by multicultural perspectives and that responds to industry needs.

BOLDNESS

Is reflected:

- in our entrepreneurial drive;
- in our centralising grand challenges;
- and in recognising opportunities

FAIRNESS

Is reflected:

- in finding solutions to local and global solutions;
- in contributing to a fairer and more equitable society; and
- in our inclusive development of the next generation of research leaders

INTEGRITY

Is reflected:

- in state-of-the-art research facilities resourcing researchers and collaborators to respond to challenges impacting the globe;
- in being at the forefront of public policy and debate; and
- In equipping Western's research community with systems to support their work and help realise their ambitions

EXCELLENCE

Is reflected:

- in applying our expertise to intractable problem;
- in embracing innovation and translation; and
- in forming worldwide coalitions of the researchers, students, industry and government.

WALL



RESEARCH THEMES

Western delivers robust interdisciplinary solutions to regional and global challenges through our four broad Research Themes.

- Education and work
- Environment and sustainability
- Health and wellbeing
- Urban living futures and society

UES

PRIORITIES

OUR PRIORITIES ARE UNLOCKED BY THE UNIVERSITY'S ENABLERS

1

TO BE A PARTNER OF CHOICE FOR INDUSTRY, GOVERNMENT & COMMUNITIES

We will position Western as a partner of choice for industry, government and communities, creating collaborations that apply our research to real-world problems, that drive innovation and entrepreneurship, and that maximise international teaching for impactful economic, social and environmental change. In collaboration with our partners, we will help drive placemaking for the region by contributing to health and wellbeing, and assisting in the realisation of Western Sydney's potential. We will position Western as a partner of choice for industry, government and communities, creating collaborations that apply our research to real-world problems, that drive innovation and entrepreneurship, and that maximise international teaching for impactful economic, social and environmental change. In collaboration with our partners, we will help drive placemaking for the region by contributing to health and wellbeing, and assisting in the realisation of Western Sydney's potential.

ENABLERS – Place, People

2

TO LEVERAGE INNOVATION AND INTERDISCIPLINARITY

We will apply our expertise to intractable problems to develop holistic solutions for regional, national and global challenges. We will work with practitioners and research end users to co-create interdisciplinary approaches for innovative outcomes and thinking to deliver unique approaches to research, partnerships, support for businesses, training and education.

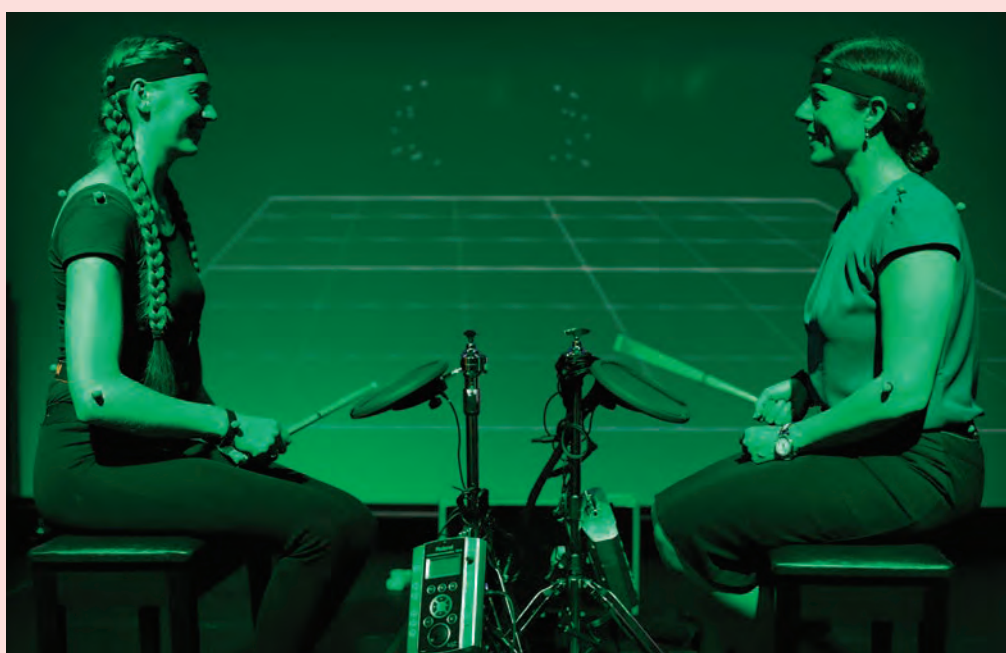
ENABLERS – People

3

TO ADOPT AND ENCOURAGE CHALLENGE-LED THINKING

We will centralise challenges – to solve local and global problems and overcome external and internal barriers. We will arrive at transformative outcomes in research, entrepreneurship, education and partnerships. We will respond nimbly to challenges, recognising the opportunities for them to inculcate our activities. We will apply this same approach to our processes and practices – responding to challenges with creative, robust solutions.

ENABLERS – People



4

TO ACCELERATE CREATIVITY & ENTREPRENEURSHIP

We will exploit emerging and future opportunities and growth potential for the University, our partners, locally and globally, and the region. We will achieve this through our precinct activities, our international partnerships, researcher and student entrepreneurship, start-up acceleration, growing the innovation economy and building the innovation ecosystem while establishing Western as a leading entrepreneurship focused institution. Position the region as a 'Innovation Destination'.

ENABLERS – People, Learning and Teaching

5

TO EMBRACE A GLOBAL OUTLOOK AND SUSTAINABLE FUTURE

We will forge new, and extend existing research alliances, building Western's reputation as a research partner of choice for existing and new international collaborators. We will invest in offshore activities and hubs to support innovation, entrepreneurship. Our broad international strategies will drive the delivery of innovative education models in overseas markets. Our commitment to the United Nations Sustainability Development Goals will be core to Western's international research and reputation.

ENABLERS – People, Student Experience

6

TO LEAD VISIONARY COLLABORATION, SCHOLARSHIP AND DISCOVERY

We will leverage our research and entrepreneurial strength to form global collaborations that will support new discovery and revolutionary outcomes and spearhead policy and practice.

ENABLERS – People, Student Experience



OBJECTIVES

1

OPTIMISE KNOWLEDGE TRANSLATION

- Interdisciplinary expertise around centralized challenges
- Drive co-designed research through cohorts of excellence that embeds partners and research endusers
- A reflective relationship with policy makers and practitioners that embeds Indigenous Australians appropriately

2

GROW CAPABILITY AND CAPACITY

- Invest in the next generation of research leaders that is inclusive of Indigenous Australians
- Deliver research infrastructure that supports excellence and innovation
- Celebrate success in scholarship and outcomes

3

TRANSFORM GLOBAL MARKET POSITIONING AND OPERATIONS

- Boost and leverage international research and education partnership to deliver world leading researchers and research outcomes
- Enhance our international reputation and accelerate our Global rankings
- Enriching curriculum with local context



4

CREATE INNOVATIVE EDUCATION MODELS

- Deliver responsive and adaptive higher degree research training
- Utilise partnerships to provide unique collaborative opportunities for students nationally and internationally
- Provide innovative responses to industry training challenges and entrepreneurship

5

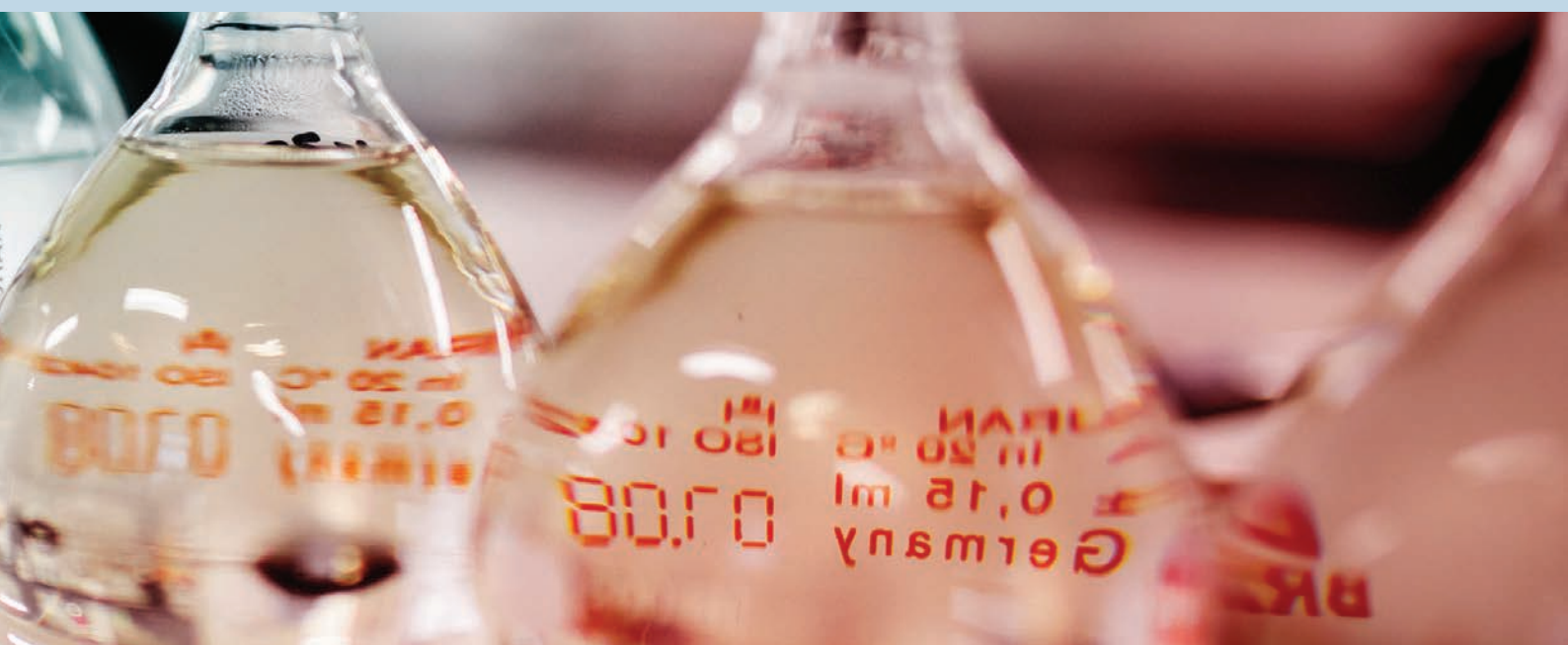
DEVELOP & SCALE PRECINCTS AND ONLINE PLATFORMS

- Deliver sites of or research strength that are reflexive to their environments with the nimbleness to adapt as needed
- Establish a coherent research narrative that links across all precincts and platforms BUILD

6

RESEARCH AND INNOVATION LEADERSHIP

- Provide training and opportunities to ensure equitable research careers that realise excellence and impact
- Support the next generation of industry leaders and industrial solutions through entrepreneurial activities and responsive training
- Promotes the research careers, training and outcomes of Indigenous Australians.
- Support non-traditional research paths
- Adopt innovative platforms to deliver research and research training response to challenges and opportunities



RESEARCH

**OUR
RESEARCH
HAS GLOBAL
IMPACT**





RESEARCH

Western will continue its acceleration in international rankings and response to the United Nations Sustainable Development Goals by fostering research excellence and impact through its support of cohorts of established and emerging strength. The escalation of established, and investment in new, Strategic Research Initiatives builds on the University's focus of centralising wicked problems and contributing to implementable solutions.

Already, Western's cross-disciplinary expertise in partnership with industry and end users is tackling local, national and global challenges through co-designed research that translates into real-world policy, practice and solutions

Capitalising on our disciplinary excellence and fostering novel ways of working across disciplines will position the University to exploit emerging and future research opportunities. Additionally, it will support the delivery of innovative training and commitment to researcher development.

The Division will continue to support the excellence of our researchers, equipping them to realise their bold research ambitions through Western's Researcher Development Framework, Researcher Development Awards and the delivery of equity programs. Attracting and retaining research excellence at all career stages will remain a priority. We will continue to promote the research careers, training and outcomes of Indigenous Australians.

FAIRNESS

Young & Resilient Research Centre

The cross-disciplinary expertise of the Young and Resilient Research Centre collaborated with the 5Rights Foundation to deliver the response to General Comment 25 on children's rights in relation to the digital environment.

Our rights in the digital world: A report on the children's consultations to inform UNCRC General Comment 25 is an evidence-based and principled guidance that will support the decision making of States, NGOs and private enterprises work to realise children's rights in the digital environment. This important global project, which included over 100 organisations globally, ensured children's diverse perspectives and experiences informed the General Comment, enabling their insights to directly influence real world policy and practice.

Distinguished Professorships, Vice-Chancellor Fellowships and the Research Support Fellowships will be key vehicles to realise this University agenda. The celebration of the University's research success, capacity and community are embodied in outward facing events and publications that communicate with partners and research end users, calling out of our excellence regionally, nationally and globally.

The Division of Research, Enterprise and International will invest in the robustness and integrity of Western's research, responding to a fluid landscape influenced by global relations. Equally, we will equip Western's research community with improved systems that will support their work and their outcomes.



RESEARCH

Higher Degree Research candidates and their supervisors will be offered new modes of learning delivery, creating resilient approaches that adapt to changing circumstances and utilise innovation. We will respond to external imperatives, leveraging them to the benefit of our students, partners and government. Industry internships and work integrated learning will contribute to Western's graduate employability, industry expertise and regional growth.

Dual awards with international partners, industry scholarship, the development and delivery of the Master of Research and project based scholarships will reach a broader student market, supporting enhanced student outcomes.

Our research students, national and international, will benefit from access to our research community and our precincts, including those internationally. We will focus on delivering research training that equips our graduates for the careers they want while supporting their wellbeing, elevating their chances of success.

Collectively, this approach will continue to deliver research excellence, innovative educational and training programs, and impactful and applied outcomes. Supporting this excellence will be an ongoing investment in Western's state-of-the-art research facilities which drive and extend our existing areas of focus and support those emerging through internal expertise and external opportunity. Our facilities will resource researchers and collaborators, drawing together expertise that responds to the challenges impacting the globe, and equipping all stakeholders with the instruments and technology to address these challenges.

Western will be at the forefront of public policy and debate, delivering local and broader benefits from our research and knowledge, and contributing to a fairer and more equitable society. Our reflective relationships with policy makers and practitioners embed Indigenous Australians appropriately. Knowledge exchange and impact is crucial to the research undertaken at Western, making our research transformative and our enterprise activity relevant to addressing the world's most pressing challenges.

Sustainability will be embedded in our research strategy; our researchers will seek solutions to the challenges required to equipping the world for a sustainable future. We will carry out research that contributes to achieving all of the United Nation's Sustainable Development Goals. This will position Western among the world's leading institutions.



FAIRNESS

Transforming Early Education and Child Health -TeEACH

TeEACH's research engages with national and international associations - including academic, industry and community - and endusers. The work of TeEACH in community and social wellbeing, particularly in the wake of COVID, addresses the broad health needs and intervention strategies for those impacted by multilayered vulnerabilities and those who support them. The research links directly with Western's Plan's for the inclusion of disability, home and community support.

TeEACH is developing international collaborations with key international partners including those in Africa and is already heavily embedded with partners from government, industry and NGO's across the region.

ENTERPRISE

The Division of Research, Enterprise and International's Enterprise portfolio will provide a platform for research, training, students, facilities and support programs with industry, government and community to tackle global challenges.

Western embraces innovation in all its forms as critical to the translation of the University's expertise and capacities. Enterprise will be a catalyst for positive community and industry development, positioning Western Sydney as an Innovation Destination, capitalising on the region's assets and potential.

Through our collaborations we will create connectivity across Western Sydney, throughout NSW, nationally and internationally. Enterprise will facilitate the reimagining and enlivening of established industry and community sectors, while accelerating the growth of new ones such as cyber, clean-tech and gaming.

Enterprise will help deliver these opportunities - vital to Western Sydney's future as a smart and livable region with high quality of life, extensive local amenity, recreation and employment opportunities.

Enterprise will optimise knowledge translation by strategic leadership of applied R&D partnerships with government, community and industry. Our Research Theme Champions will spearhead the cross disciplinary responses required to tackle these R&D challenges. Centre for Western Sydney will advocate for key social issues that specifically impact Western Sydney region as well as the broader community.

Western Ventures will deliver commercialisation, partnering the University's researchers with entrepreneurs across the region. It will propel projects that elevate the region's innovation and excellence, achieving impact that reverberates beyond our regional boundaries.

INTEGRITY

Cybersecurity Aid Centre

Western Sydney University is establishing the 'Cybersecurity Aid Centre' to train and support small business with Cyber Incident Response. The Centre will be located in Parramatta and led by Western Sydney University in partnership with four leading New South Wales cybersecurity businesses: Emergence, Gridware, DCEncompass and Secolve.

The Training Centre will provide Cyber Incident Response support for small businesses experiencing data breach, ransomware or email business compromise, and will host training seminars around the State of NSW.

Led by Professor Alana Maurushat, the Centre will enhance cybersecurity resources through the development of a Cyber Suite and Toolkit for Small Businesses — a hotline for assistance with cybersecurity incidents, and will integrate applied support with learning and skills development for Western Sydney University students.



BOLDNESS

Venture Makers

Enterprise brings together Launch Pad, Research Partnerships and Innovation, the Centre for Western Sydney and Research Theme Champions, creating a focal point for partner attraction and management. Enterprise is leveraging multi-faceted partnerships to create value. Through our Incubator and Accelerator programs we are cultivating an innovation ecosystem that will deliver to the region and beyond.

Enterprise's Venture Makers utilises a unique and proven pedagogy that integrates entrepreneurship education within the process of start-up business incubation. Venture Makers will see Western extending opportunities for placements and internships for students with accelerator cohorts.



ENTERPRISE

Enterprise will be central to the activation of our regional precinct program, aligning and integrating the University's researchers, students, facilities and broader capacity with the needs of our proximally and co-located partners. Enterprise will support world-class innovations such as the Western Sydney Aerotropolis that positions the region at the apex of national growth and as Australia's next global gateway.

Partnering with leading organisations Enterprise will ensure the region's capacity to achieve those national aspirations through the delivery of industry-focused training and services. Transcending traditional boundaries, these services will be flexible, agile and responsive, delivering high-impact digital and technological upskilling to Western Sydney.

We will lead Venture Makers, a high-impact model of entrepreneurship training, which will leverage and support the University's work-integrated learning agenda and innovative delivery models including short courses, micro-credentials and innovation challenges.

Transforming market access and accelerating competitiveness, Enterprise will provide a launchpad for cutting-edge global research partnerships.

With its core outward-focused agenda, Enterprise will collaborate across Western to coordinate the suite of priority programs established to deliver the objectives of the National Priorities and Industry Linkage Fund.

Enterprise will enable and enhance the critical role of Western in the global positioning of Western Sydney.





BOLDNESS

Link Lab

Link Lab will foster collaboration among Western's communities of patients, clinicians, allied health workers, academics, entrepreneurs and industry to accelerate medical innovation. It will educate, facilitate and empower healthcare innovators, driving a cultural change in our region, leading the transition to a value-driven innovation ecosystem. This program will have direct impact the health of the region capability and while simultaneously enhancing the University's reputation.

INTERNATIONAL

The Division's International portfolio will deliver a program of comprehensive internationalisation tackling the broad Divisional agenda of research, partnerships and student experience and mobility. International will amplify Western's reputation as research driven, distinctively student centred, globally focused, bold and entrepreneurial across national borders. We will expand our global reach through partnerships that support research, mobility, recruitment, capacity building, course licensing, joint curriculum development and online courses delivered offshore. Our focus will stretch across Asia and Africa to the UK and Europe.

International will position Western to respond to global market demand, becoming a leader in courses that meet industry and government skill development priorities while imbuing our students with knowledge and ambition. Innovative offerings and modes of delivery will be central to Western's continued growth. We will build on our strong capacity to deliver teaching offshore extending our reach to new global communities and partners.

EXCELLENCE

Global Food Security

Western Sydney University in partnership with the Indian Council of Agricultural Research and seventeen State Agricultural Universities India are collaborating to deliver joint training to the next generation scientists through Masters and PhD programs. The programs leverage Western's world leading expertise in agricultural research, marrying it with research leaders in India. Responding to the challenges of COVID online courses are ensuring this vital training of the next wave of experts in food security and production get the full benefit of these "Agricultural Skill Empowerment Initiatives". These initiatives are tackling global challenges of escalating importance, focusing on creating an environment of open collaboration and providing interdisciplinary, cross-industry programs with innovative delivery.

International will enable the delivery of degrees, alternative credentials and short courses – whether online or hyflex, independently and through partners.

Western's expansion of its global operations will include campuses and offshore delivery across Asia, building on well-established Transnational Education partnerships in Vietnam, Indonesia and Hong Kong. This area of rapid growth will build on Western's already enviable international profile.



INTERNATIONAL

International will leverage and extend our in-country relationships, venturing into new, and expanding existing, markets with growth potential including the Philippines, Pakistan and in Africa.

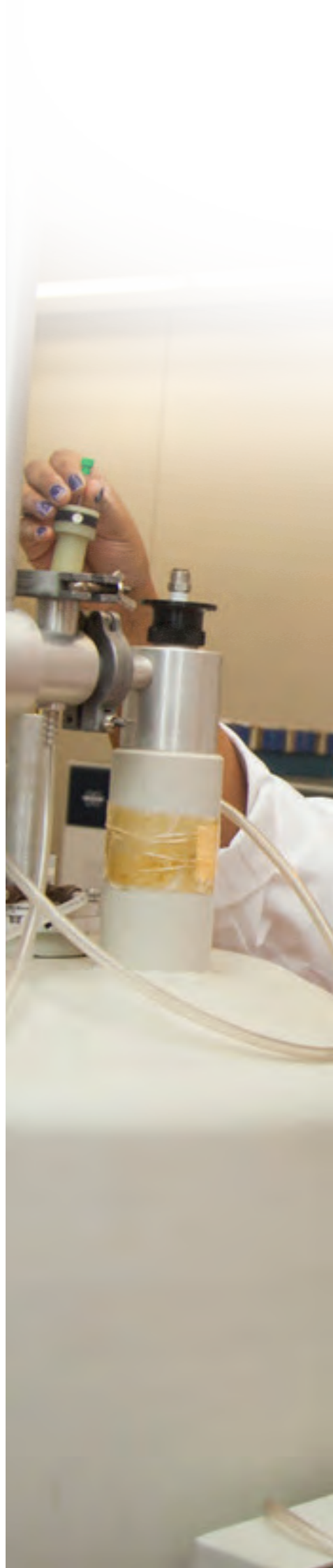
We will amplify partnership-based recruitment through an intensive program of engagement with high-performing, high-potential partners, leveraging expertise and relationships within Western and beyond.

International will expand recruitment by providing targeted support to increase international student work-readiness. We will position our students to realise their ambitions and achieve their full potential – professionally and academically. International will facilitate the University's extended support of international students for placements and opportunities to work, optimising the work readiness of all our student cohorts.

Identifying new opportunities for students to participate in mobility programs – face-to-face and online, International will contribute to graduates who become unofficial ambassadors for Western's excellence. We will innovate in program delivery and offer greater flexibility in Western academic calendars to create new opportunities for students to broaden and accelerate their study experience.

International will escalate research partnerships, forming unique ties that deliver impactful research outcomes through worldwide coalitions of the researchers, students, industry and government.

Western's international reach will deliver solutions and build capacity leading to global change.





MEASURES

M1

GROW THE UNIVERSITY'S REPUTATION

- Grow our partnerships – existing and new
- Entrepreneurial courses and training are developed for international partners for delivery onshore and offshore
- Secure national and international awards and prizes for researchers and research

M2

ADOPT ENERGY RENEWABLES IN CAMPUS OPERATIONS AND ADVANCE TOWARD CARBON NEUTRALITY IN 2030

- Deliver world leading research in sustainability and renewable energy
- Utilise sustainable engagement and research collaboration strategies

M3

DEMONSTRATE FINANCIAL RESILIENCE AND ROBUSTNESS BY GROWING THE UNIVERSITY CORPUS AND MAINTAINING LIQUIDITY

- Embolden Strategic Research Initiatives on a path to self-sustainability
- Deliver a robust Research Management System and grow research facilities
- Increase commercialisation opportunities

M6

IMPROVE OUR RESEARCH QUALITY AND IMPACT

- Realise National Priorities Linkage Scheme strategy
- International partnerships and recruitment contribute to the University's sustainability and global reputation
- Solidify alliances across the sector in research and entrepreneurship

M7

INCREASE THE RETENTION OF OUR DOMESTIC AND INTERNATIONAL STUDENTS AND THE QUALITY AND EMPLOYABILITY OF OUR GRADUATES

- International partnerships leverage Interdisciplinary expertise and courses co-designed with industry to address challenges and global skills needs
- Deliver transnational education and expand recruitment markets

M8

IMPROVE STUDENT SATISFACTION, ENGAGEMENT, SUPPORT AND BELONGINGNESS

- Launch AESEAN Hub
- Deliver training and development to HDR supervisors through Researcher Development
- Deliver a robust management system for the Graduate Research School

M4

INCREASE THE PROPORTION OF OUR STUDENTS WHO ARE INDIGENOUS

- International mobility creates opportunities for Australia's First Nations people

M5

REPRESENT GENDER EQUITY, DIVERSITY AND INCLUSION IN OUR CULTURE, WORKFORCE, PROCESSES AND POLICIES

- Deliver development inclusive programs to support gender, cultural, neuro and functional diversity for staff and students
- Release revised and comprehensive Researcher Development Strategy
- Deliver a revised Researcher Development Award program

M9

DELIVER POSITIVE IMPACT FOR, AND WITH, OUR COMMUNITIES AND PARTNERS THROUGH SOCIAL, ECONOMIC, CULTURAL AND PLACE-BASED TRANSFORMATIONS

- Train researcher, students and partner in entrepreneurial skills
- Deliver success of the James Martin Institute
- Position Western Sydney University as the authority for regional policy and practice

M10

EXPAND THE PROPORTION OF CURRICULA AND MICRO-CREDENTIALS THAT ARE CO-CREATED WITH INDUSTRY AND COMMUNITY PARTNERS

- Deliver Venture Makers
- Innovative short courses, alternative credentials and industry training are delivered to international partners, onshore and offshore

