

WESTERN SYDNEY
UNIVERSITY



Securing Success

2018-2020 STRATEGIC PLAN



Foreword

Securing Success: 2018–2020 includes amendments generated by a mid-term review of the University's strategy and the rapidly changing context in which the University operates.

The next phase of Securing Success presents the strategic goals and objectives of Western Sydney University (Western) as we build on our significant achievements and position ourselves for rapid growth in our region together with the next wave of sector-wide change in higher education.

The remarkable development of Western Sydney University is tied to that of its region which is growing in population size and also becoming increasingly diverse.

The University's geographic reach throughout Greater Western Sydney as a multi-campus institution ensures that the University is well-placed to contribute to the region's social and economic development and to create new education and research facilities that are aligned with our Western Growth strategy.

But growth and opportunity in Western Sydney also drive competitor interest. Increased regional competition combined with new national and global imperatives in higher education demand that the University becomes aligned with, and adaptive to, its context.

It is critical that we continue to sharpen our focus on internationalisation to create global citizens and produce globally-competitive research outcomes with regional impact and relevance. We will continue to strengthen our partnerships with the regional community to help drive the social and economic development of the region for which we remain a strong advocate. Critically, we will continue to place students at the forefront of all our decisions, as a distinctively student-centred university.

Western has an outstanding record in many areas of teaching, research and engagement. Securing Success 2018-2020 provides the framework for building on those achievements to make us stronger, more flexible and responsive.

It is an exciting time to be part of Western Sydney as a key player in our region and in the knowledge sector. This strategic plan refines and realigns our aspirations and provides a framework and guide for identifying priorities and implementing change.

We look forward to working together with you to realise the next phase of Securing Success.



Professor Peter Shergold AC
Chancellor



Professor Barney Glover
Vice-Chancellor and President

Strategic Context

The University of Western Sydney was formally constituted on 1 January 1989 and the new institution grew rapidly. Within five years there were over 16,000 students at the university, by 2000 over 23,000¹. In 2015 the University was renamed Western Sydney University, to reflect our strong commitment to our region, a bold new brand and an innovative outlook. Now the University has a student population approaching 45,000 and 3,300 staff².

Western Sydney University is one of Australia's largest and most dynamic universities, with a geographic footprint across one of the nation's most important economic and culturally diverse metropolitan regions. International linkages reflect and draw on that cultural diversity. University campuses now span the traditional lands of the Eora, Darug, D'harawal and Wiradjuri. We take strength and learn from traditional Aboriginal and Torres Strait Islander values, cultural knowledge and history, consistent with the Universities Australia Indigenous Strategy (2017-2020)³. Western Sydney University aims to build a welcoming and culturally inclusive environment based upon mutual respect and responsibility to our students, staff and community partners.

Western Sydney University's Vision **'To secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology-enabled world'** articulates three critical priorities: student success, innovation and discovery, and commitment to the Greater Western Sydney region. These priorities are linked to the broader Mission of the University which emphasises internationalisation and excellence as an 'anchor institution'⁴ serving Western Sydney's changing population and needs: **'To be a university of international standing and outlook, achieving excellence through scholarship, teaching, learning, research and service to regional and international communities, beginning with the people of Greater Western Sydney'**.

Our students are aspirational and seek to contribute to their communities and make their mark in the world – to graduate as 'citizen scholars' – being active, empowered and engaged citizens as well as pursuing excellence in their scholarly pursuits⁵. They rigorously pursue progression in their social and economic status, and recognition for the attainment of knowledge that a prestigious university offers. These aspirations are linked to the reputation of our region as well as the University's national and international reputation, which is why Western Sydney University's internationalisation and global ranking meet a vital regional need.

A rising research reputation also facilitates the opportunities for further Internationalisation. Research partnerships with other institutions create a global network that connects students and staff with other societies and cultures. This is facilitated for students

and faculty by overseas study, student and faculty exchange, and research collaboration between institutions and scholars globally.

Western Sydney University is now securely in the academic ranking of world universities⁶ and is increasing its prominence nationally. Research concentration⁷ and achievement of internationally recognised academic excellence in an increasing number of subject areas underpins the University's strengthening academic reputation⁸. The University is both extending its commitment and moving beyond its role as an anchor institution and leading advocate and champion for Western Sydney to become a thought leader of Western Sydney with deep and relevant scholarly and professional expertise and the experience and capacity to engage respectfully with our communities and region. These factors demand that the University increase its capacity to be adaptable and able to respond to new opportunities and challenges, be accessible and responsive to shifting student demand and changing community expectations, and be increasingly internationally engaged through strong and sustained academic and research partnerships.

Growth and Diversity

The remarkable development of Western Sydney University is inextricably tied to that of the region. This is a University that was designed to serve the population of Western Sydney and importantly, to meet and lift the aspirations of the population. Greater Western Sydney is now home to more than 2.2 million people. Almost 2 per cent of the population (41,000) identify as Aboriginal or Torres Strait Islander. A third of the population are 19 years or younger.

Western Sydney is growing in population size and also in diversity. It is now one of the most diverse areas of Australia, with over 170 nationalities represented – 42 per cent of the population speak a language other than English at home. While many members of these communities are Australian-born, Western Sydney also remains the epicentre of Australian migration⁹.

The University's geographic reach throughout Greater Western Sydney as a multi-campus institution draws on the collective heritage of its antecedent institutions. This has proven critical to community engagement and also means the University is well-placed in the next phase of development to align its profile to identified urban growth centres and new public transport networks.

1 https://www.westernsydney.edu.au/uws25/25_year_history/the_history_of_uws/beginnings

2 1,590 academic staff and 1,710 professional staff full-time equivalent staff in 2017 and includes estimated casual staff based on 2016.

3 <https://www.universitiesaustralia.edu.au/ArticleDocuments/212/Indigenous%20Strategy%20Web.pdf.aspx>

4 Birch, E., Perry, D., & Taylor, H. L. (2013). Universities as anchor institutions. *Journal of Higher Education Outreach and Engagement*, 17(3), 7–15.

5 Arvanitakis, J. and Hornsby, D. (2016), *Universities, the Citizen Scholar and the Future of Higher Education*. Palgrave Macmillan, London.

6 Western is ranked 79th in the world in the Times Higher Education Young University Rankings 2017; in the world's top 500 universities in the Times Higher Education World University Rankings 2018; in the top 400 in the prestigious Shanghai Academic Ranking of World Universities (ARWU) 2017; and in the US News Best Global Universities Western has maintained its position of 19 in Australia but leapt 21 places globally to 363. Only 2 years ago, Western was 507th worldwide.

7 80 per cent of the University's fields of research were assessed at being at, above, or well above world standard in the most recent (2015) Excellence in Research for Australia (ERA) assessment. Eleven specific research fields were recognised at the highest level – well above world standard.

8 Nursing and Education are ranked most highly in the AWRU; Nursing and Sociology in the QS World University Rankings; Social Sciences and Humanities and Mathematics and Computer Sciences in the CTWS Leiden Rankings; and in the US News 2018 subjects ranking Western has ranked 8th in Australia, 113th worldwide in Arts & Humanities, 10th in Australia, 91st worldwide in Environment/Ecology, 10th in Australia, 113th worldwide in Plant & Animal Science and 9th in Australia, and 157th worldwide in Psychiatry / Psychology.

9 <http://profile.id.com.au/cws?Sex=3&reportFormat=PDF> sourced from the Australian Bureau of Statistics, Census of Population and Housing 2016.

Over the next 20 years, Western Sydney's population is expected to increase by another million, contributing to more than half of Sydney's overall expected population growth. As the largest and most established educational provider in Western Sydney, the University is a key driver of the region's social and economic development. The University is also an agent of transformation: through relevant education and training programs tailored to the needs of our communities; research that is relevant to our region and often co-designed with private and public sector partners; cultural programs and facilities that offer opportunities for engagement and translation; and more than 200,000 graduates whose educational attainment, diversity and life experience are further changing the face of Western Sydney.

2016 Census data indicates that 20 per cent of the population aged over 15 years had a Bachelor or Higher Degree¹⁰ and Parramatta had the largest overall number of post-graduates of any Sydney suburb, driven in part by the settlement patterns of skilled migrants.

Partners in Transformation

Western Sydney University is embarking on a large-scale transformative program that will bring the highest quality educational opportunities and world-class research expertise to the region.

Combined with the impact of digital disruption and associated labour-market and industry dislocation, Western Sydney's growth presents considerable challenges. The University is positioned to meet those challenges, and to ensure that the region leads in its engagement with them.

Until recently Manufacturing was the largest employment sector in Western Sydney. The fastest growing sectors are now Construction, followed by Health Care and Social Assistance, Education and Training, and Professional, Scientific and Technical Services with Manufacturing evidencing significant decline¹¹.

As the region changes, so too does the way the University delivers education and designs education and research precincts to meet the needs and expectations of our communities, our current and future students and our staff. The University, through its transformative Western Growth strategy, is reshaping its campus network to combine the maintenance and development of traditional campuses in Parramatta, Penrith, Campbelltown and Hawkesbury with multi-site CBD 'vertical campuses', initially in Parramatta, Liverpool, and Bankstown, and, in the future, Campbelltown.

The University is committed to developing campus precincts that connect with and embed our community and industry partners. Through these precincts we are able to leverage our distinctive research strengths and serve as a focal point for co-creation, exchange and translation with our public sector and industry partners. This ensures relevance and greater impact of research. The University's partnership with the Westmead precinct ensures that

the University is part of one of the largest health, education, research and training precincts in Australia.

Contemporary vertical campuses enable the University to make significant commitments to sustainability and accessibility goals, through both building design and proximity to public transport. They also help diffuse the traditional campus borders. This is not simply a response to disruption, rather it is, in the context of rapid change, a purposeful step to innovate and link university education with new concentrations of urbanisation, public transport and patterns of work and study. Being accessible, integrated and open is an essential part of that approach, an approach that CBD or 'downtown' campuses embody. These are campuses that foster an outward focus on the city as much as an inward focus on the scholarly community. Like the cities they occupy, CBD campuses allow greater flexibility in traditional schedules of learning, teaching, research and engagement. Technology-rich learning environments in flexible, high amenity facilities are very visible and integrated with our business communities, with government and with health and education precincts. These 'vertical campuses' feature learning spaces that are designed for small groups to engage in highly interactive work. Pedagogy is designed for students to share, engage and develop their knowledge interactively and socially – with peers and with academic staff.

This next stage in the University's journey will help ensure that Western Sydney's large-scale population growth is supported by growth in educational opportunity, technology, accessibility and employment in emergent industries. Embedding campuses in the CBDs of Western Sydney enables the University to build meaningful connections and knowledge-sharing with business and industry, to provide enhanced learning and employment opportunities for current and future students and to facilitate a wide range of research partnerships. The capacity to do this together with continuing commitment to traditional campuses provides the innovation demanded by one of the most diverse and rapidly changing regions of Australia.

Through Western Growth, Western Sydney University is redefining the role of the Australian metropolitan university¹² to co-create the metropolitan cities of the future in Greater Western Sydney, simultaneously reinforcing its role as an anchor institution in its region and claiming a leading role as an adaptive and dynamic leader in Australian higher education and research.

¹⁰ <http://profile.id.com.au/cws/qualifications> sourced from the Australian Bureau of Statistics, Census of Population and Housing 2016.

¹¹ <http://profile.id.com.au/cws/employment-status> sourced from the Australian Bureau of Statistics, Census of Population and Housing 2016.

¹² Davis, G. (2017) *The Idea of the Australian University*, Melbourne: University of Melbourne Press.

Mission, Vision, Values and Beliefs

MISSION

To be a university of international standing and outlook, achieving excellence through scholarship, teaching, learning, research and service to regional and international communities, beginning with the people of Greater Western Sydney.

VISION

To secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology-enabled world.

VALUES

- Commitment to our region and communities
- Excellence and quality
- Scholarly rigour and integrity
- Equity and inclusiveness
- Recognition and respect for Aboriginal and Torres Strait Islander peoples and their diverse knowledge systems
- Collegiality and participation
- Academic freedom
- Relevance and responsibility
- Ethics and accountability

BELIEFS

- The primacy of the student experience
- Environmental and social responsibility
- Accountability to the traditional Aboriginal and Torres Strait custodians and owners of the lands we occupy
- A vibrant and inclusive intellectual community
- Opportunity for excellence
- Being connected locally and internationally
- Valuing, developing and rewarding our staff

Strategic Goals and Objectives: 2018–2020



In addition to its core objective of being distinctively student-centred the University renews its commitment as an anchor institution and key contributor to civil society and to development and well-being within Western Sydney.

Six strategic objectives are identified to secure the University’s success:

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| 1 Student-centredness that integrates academic and professional opportunity with personal support | 4 Strategic intent to expand international reach and reputation |
| 2 Ambition as a vibrant research-led university with regional, national and global impact | 5 Commitment as an anchor institution and a leading advocate and champion for Greater Western Sydney |
| 3 Aspiration to provide a research-informed learning experience that is innovative, flexible and responsive | 6 Commitment to a dynamic and innovative culture that secures success. |

1 | A Distinctively Student-Centred University

A central tenet of the University's student-centredness is to integrate academic and professional opportunity with personal support at all stages of the student lifecycle. This enriches the learning and research experience and enables students to realise their full potential. It also recognises that students' university, personal and professional experiences shape their ability to contribute as global citizens.

Western will create personalised experiences based on students' preferences. These experiences will include engaging social interactions in technology rich collaborative learning environments; opportunities to participate in the arts, culture and sport; and tailored service delivery. Importantly these experiences will be informed by consistent review and action based on student feedback and students' interaction with our learning and information systems.

The University will use its extensive network of partnerships to promote work-integrated learning. We will be recognised for strong relationships between staff and students who together will share a sense of purpose, professionalism, mutual respect, and intellectual endeavour.

To be a distinctively student-centred university, Western will:

- 1.1** Engage students in the development of a continually improving student-focussed experience
- 1.2** Utilise research and data-analytics to inform, test and optimise experiences leading to improved student outcomes
- 1.3** Offer a range of pathways that emphasise excellence and opportunity for career preparedness. These will support seamless movement between The College, The Academy and a growing number of regional, national and international providers
- 1.4** Continue to build the capacity of staff to support students as active participants by strengthening career preparedness and employability through internships and placements
- 1.5** Develop more employment-based and volunteer programs and experiences that promote personal development, industry and civic engagement, and career readiness
- 1.6** Provide accessible and personalised support services that meet student's learning needs at all stages of their study
- 1.7** Ensure that all learning and personal support services positively differentiate the Western student experience
- 1.8** Offer an innovative and accessible range of student mobility programs with international partners to support the development of students as global citizens
- 1.9** Encourage and promote student involvement in the University's governance structures
- 1.10** Monitor and evaluate the quality of student learning and support to improve students' engagement, impact, outcomes and satisfaction



Measures of success include:

- Participation rates of students reflect the diversity of the community, including low SES and Aboriginal and Torres Strait Islander students
- Student enrolment, retention, progression and graduation rates with particular attention to the success of the above high-priority cohorts
- National measures of student advocacy for and satisfaction with teaching, courses, facilities and overall experience
- Graduate outcomes based on employment and further study
- Extent of student engagement in consultation with and participation on decision-making bodies across the University
- Number of work integrated learning experiences available to students
- Number of available internships and student placements

2 | A Research-Led University with Regional, National and Global Impact

The University's research activation through themes and concentration through Institutes and Centres will drive increasing research capacity, impact and quality at Western. Targeted research that leverages our strengths and seeds emergent fields of research will increase collaboration and interdisciplinarity, create meaningful outcomes for our partners in industry, government and the community, and maintain standards of excellence in academic research.

The University operates across four interdisciplinary research themes aligned with Western's internationally recognised research strengths, National Research Priorities, and the future of Western Sydney. Each theme recognises the powerful potential of emerging technologies; the prospects presented by these emergent technologies enables, and significantly informs, the research agenda across the University.

These research themes run through Western's Institutes and Schools, activating our research in community and industry relevant contexts. Context is paramount in Western Sydney as platform infrastructure investments are made, governments envisage and plan for new urban futures and the critical role of the region and its complex relationships to the wider city, state and nation are increasingly appreciated. Western's research will make a highly valued contribution to public engagement and discourse based on evidence and impact.

Urban Living Futures and Society: People, Culture, Economy and the Built Environment – Informing economic, social and infrastructure change through the lens of urban living.

Health and Wellbeing: Translation, Integration and Innovation – Pioneering future-focussed integrated health initiatives that prevent disease and illness, encourage healthy lifestyles and reduce the cost and impact of illness.

Environment and Sustainability: Climate, Agriculture and Liveability – Applying world-leading research in food security, resource management, urban sustainability and the impacts of climate change across regional and national environments.

Education and Work: Access, Equity, and Pathways – Supporting individuals and communities in their economic, social and cultural aspirations by expanding educational access, pathways to employment and generating innovation in the professions.

To be a research-led university with regional, national and global impact, Western will:

- 2.1 Develop a comprehensive, long-term research precinct and infrastructure strategy to support and embed our researchers and partnership priorities
- 2.2 Build research-informed networks by engaging and partnering with industry, business, government and community at all stages of the research lifecycle
- 2.3 Increase research impact by driving a culture of co-creation of research with our partners, translational applications and broad dissemination of research outcomes
- 2.4 Grow and diversify research income to support new research and sustain existing research concentrations
- 2.5 As an anchor institution harness the diversity of Western Sydney to inform research that has application globally within diverse metropolitan and regional environments
- 2.6 Partner with Aboriginal and Torres Strait Islander people in research that is inclusive and reflects their priorities
- 2.7 Develop 'communities of scholars' to facilitate interdisciplinary and cross-campus opportunities for academic dialogue and knowledge-sharing
- 2.8 Offer contemporary, best practice researcher support and development programs and foster an innovative and entrepreneurial research culture for staff and students that is inclusive of and informed by community, industry and government partners
- 2.9 Recognise and celebrate diverse research effort through comprehensive metrics that incorporate non-traditional scholarly activity
- 2.10 Support innovative Higher Degree Research (HDR), coursework and professional learning, and undergraduate programs incorporating industry, government and community-integrated research
- 2.11 Promote research achievements to the public, private and non-government organisations, and the broader community, raising the profile and reputation of the Institution to match the substance of its achievements
- 2.12 Engage in, support and promote focused, long-term, mutually-beneficial international research activities

Measures of success include:

- Completion of campus precincts consistent with Western Growth plans and timelines
- Alignment of research outcomes and impact with Western research themes
- Growth in regional and international research partnerships
- Level and diversity of research income
- Quality and diversity of research outputs
- HDR commencements and on-time completions

3 | A Research-Informed Learning Experience

Our approach to education will be distinctively student-centred. It will start from a research-informed understanding of our learners' needs and ambitions. It will be innovative, flexible and responsive and support our students in their aspirations. Students will be encouraged and supported to assume responsibility for their learning and to engage with staff in research-led courses that are intellectually challenging, promote excellence and foster the skills and attributes vital to meeting their career and personal development goals and the needs of our society as future focussed, citizen scholars who are innovative entrepreneurs.

The University will collaborate and partner with industry, community and other providers at all levels to deliver the complex capabilities that our graduates will require for their future success as members of the workforce and society.

Western will continue to provide high-quality, inclusive, diverse and technology-enhanced learning environments. Students will be able to access learning in flexible and responsive ways, including through individual and peer learning spaces on campus, in workplaces, in international settings and in virtual environments. The University will adopt new technologies to respond to the emerging needs of students and employers. The University will offer a range of educational opportunities and pathways to study for prospective students and members of the community, including intensive short courses and professional development programs.

We will leverage our institutional partnerships and communities to make our curriculum more relevant, accessible and attractive to prospective students.

The student learning experience will be continuously improved by strategic educational and research partnerships at regional, national and international levels.

To deliver a research-informed learning experience, Western will:

- 3.1** Continue to expand entry pathways, enhance English proficiency support, and develop learning capabilities through flexible modes of delivery
- 3.2** Provide students with access to authentic, engaging and diverse learning experiences tailored to their interests, capabilities and aspirations
- 3.3** Enrich the student experience through increased internationalisation of the curriculum
- 3.4** Ensure our students engage meaningfully and productively with Aboriginal and Torres Strait Islander knowledges and communities
- 3.5** Offer professional learning and postgraduate courses that are responsive to the changing needs of graduates, changing expectations of the professions and emerging forms of work
- 3.6** Offer a curriculum that is informed by the University's research and which promotes inter-disciplinary engagement

- 3.7** Offer innovative courses that respond to changing global employment markets and industry and community needs
- 3.8** Expand flexible and creative modes of course delivery through high quality and engaging on-campus, online and hybrid programs in response to emerging student needs and workforce demands
- 3.9** Monitor the performance of courses on the basis of demand, attractiveness and quality using a course lifecycle model
- 3.10** Continue to support teaching that engages students as active participants in their learning and development
- 3.11** Provide a clear, efficient and accessible curriculum architecture that prepares students for the complex world of work and further contributes to the community
- 3.12** Transform its teaching and learning environments by integrating innovative curricula and work-integrated learning

Measures of success include:

- Extent of alignment of the Western Sydney University curriculum architecture with current and emerging industry and employment trends
- Representation of students from priority cohort groups (including international), and attainment of successful educational outcomes for these groups at undergraduate and postgraduate level
- Extent to which Aboriginal and Torres Strait Islander Graduate Attributes are embedded within all courses
- Extent to which technology-enhanced learning activities are a feature of effective course design
- Number of courses in which partnership pedagogies, including research partnerships, are embedded within curriculum
- Extent to which service learning, study abroad or work-integrated learning is embedded within curriculum

4

An Expanding International Reach and Reputation

Western will expand its reach, reputation and influence as a University of global standing. It will do this by forging new relationships and advancing existing ones with international agencies, education providers and industries. These relationships will be critical to developing mutually-beneficial research and educational partnerships and promoting effective inbound and outbound student pathways. The University's diverse staff and student population and the broad demographic of Greater Western Sydney will be key assets in assisting those international partnerships.

High-quality international partnerships will foster research collaboration, promote mobility through staff and student exchanges, and extend the internationalisation of the curriculum. An international learning experience will give students the skills, knowledge and capabilities to succeed in a competitive global society. A renewed international focus will also be a magnet for world-class academics who wish to be part of a vibrant, outward-looking university with strong global links.

To realise an expanding international reach and reputation, Western will:

- 4.1 Ensure on-shore international students have a seamless experience from their first inquiry through to graduation and alumni relationships
- 4.2 Improve international graduate outcomes by providing a high-quality curriculum supported by opportunities for volunteering, work-integrated learning, and campus- based employment and career services
- 4.3 Forge long-term, mutually-beneficial international partnerships that support research collaborations, articulation and twinning arrangements, offshore delivery, staff and student exchange, and student mobility
- 4.4 Develop focused international partnerships that leverage the University's research strengths, intensify research impact, build profile and contribute to improved global rankings
- 4.5 Increase outbound student mobility
- 4.6 Build existing and explore new international student recruitment markets
- 4.7 Increase recruitment of international higher degree research students
- 4.8 Raise the profile of international alumni relationships integral to building the Western brand
- 4.9 Build pathways to Western by developing close relationships with educational partners, and the international profile of foundation and English programs offered through The College and other high-quality pathway providers
- 4.10 Develop new course offerings in response to international market demand, including courses that can be delivered flexibly on and offshore



- 4.11 Internationalise the curriculum by integrating global perspectives and ensuring course design and content meet the needs of international students
- 4.12 Further build the University's global brand as reflected in global rankings, student choice, and the authentic voices of alumni and employers

Measures of success include:

- Improved quality of international student experience including recruitment, admission and retention
- Inbound student numbers and outbound mobility rates
- Incidence and quality of landmark international institutional research collaborations under key themes
- Simplified Student Visa Framework (SSVF) risk index rating
- International postgraduate and HDR student commencements and on-time completion rates

5

An Anchor Institution and Leading Advocate and Champion for Greater Western Sydney and its People

The University will be a leading advocate and champion for Greater Western Sydney, reinforcing its position as an ‘anchor’ institution for the region. As the largest educational provider in the region, it will be a key intellectual driver of social and economic development. It will play a crucial role in providing a highly-skilled, locally knowledgeable, and talented pool of graduates to meet the strong growth expected for the region in coming years.

Greater Western Sydney is the third largest economy in Australia, home to almost 150,000 businesses. Partnerships with business, industry and government will therefore remain a hallmark of the University’s relationship with the region. Working closely with local government will be important in the University’s development and advocacy role for the region.

Western will strengthen its engagement with Aboriginal and Torres Strait Islander communities to improve educational outcomes and expand partnerships with a diverse range of cultural groups to improve access to higher education.

Greater Western Sydney has the second-largest population of Aboriginal and Torres Strait Islander Peoples in Australia and one of the most diverse cultural communities in the world. This places Western in a unique position, providing opportunities to explore and embed a rich cultural dimension across all aspects of the University’s activity.

As an Anchor Institution, leading advocate and champion for Greater Western Sydney and its people, Western will:

- 5.1 Expand higher education participation and attainment through a comprehensive range of programs with schools, TAFE and the community, and expand The College and other pathway programs
- 5.2 Be the University of choice for students in Greater Western Sydney by offering educational programs aligned with career preparedness and employment opportunities
- 5.3 Work with industry, business and government to ensure programs meet the needs of regional employers and are supported by work-integrated learning, internships and international placements
- 5.4 Offer a range of course delivery formats that increase access and student choice
- 5.5 Ensure that research and education programs harness and reflect the productive diversity of Greater Western Sydney’s communities, as exemplified by the University’s Western Growth Strategy
- 5.6 Work with Aboriginal and Torres Strait Islander communities in Greater Western Sydney to improve educational and employment outcomes
- 5.7 Contribute to the advancement of Aboriginal and Torres Strait Islander Peoples through research and education

- 5.8 Partner with government, industry and community groups to develop research programs that align with the regional priorities of health and education, employment, infrastructure, industry innovation, environment and sustainability
- 5.9 Generate public discussion on a wide range of matters affecting the communities of Greater Western Sydney
- 5.10 Work with government, industry and community partners to advocate on issues that harness opportunities for Greater Western Sydney
- 5.11 Be the preferred source for insight and data to inform the economic, social and cultural development of Greater Western Sydney
- 5.12 Develop and disseminate best practice in community-engaged teaching and research with a range of partners from diverse communities

Measures of success include:

- Extent of alignment of education, research and engagement programs with the regional priorities of the Greater Sydney Commission and the University’s Western Growth strategy
- Level of Aboriginal and Torres Strait Islander participation and success in education and employment
- Proportion of eligible students from Greater Western Sydney enrolling at Western
- Number of government, industry and community partnerships
- Extent and visibility of activities focused on regional issues

6 | A Dynamic and Innovative Culture that Secures Success

The University's success depends on the performance, dedication, professionalism, innovation and capabilities of its staff along with its undergraduate and post-graduate students.

Western will foster a culture of inclusive decision-making and robust intellectual inquiry, within a framework of ethical behaviour. The University will continue to promote diversity and gender equality.

The University will remain a future-focused organisation with an emphasis on financial sustainability. It will ensure staff and students keep abreast of modern learning practices with investment in cutting-edge technology and career development.

As new digital technologies and their creative application transform higher education, Western will invest in information and communication technology and physical infrastructure to ensure learning and research spaces are world-leading and adaptive. This will require a balance between new capital development and the expansion of virtual infrastructure.

To secure success with a dynamic, innovative and respectful culture, Western will:

- 6.1** Ensure the highest standards of university governance and accountability and promote inclusive and participatory decision-making
- 6.2** Focus on recruiting, retaining and developing a high-quality workforce that reflects the diversity of the region
- 6.3** Develop a leadership and performance framework and programs with innovative reward and recognition strategies
- 6.4** Deliver a range of relevant career development opportunities and training, particularly for early and mid-career staff, in the capabilities and skills required for the University to succeed in a competitive sector
- 6.5** Continue to invest in cutting-edge technology and equip and train staff to ensure excellence in contemporary learning, teaching and research
- 6.6** Build a competitive, efficient and financially-sustainable organisation that strikes a balance between quality and affordability in a competitive higher education market
- 6.7** Foster a commitment to the health, wellbeing and safety of our staff and students
- 6.8** Build organisational capacity by leveraging assets to increase revenue and develop new funding streams and enterprises that build on the University's Western Growth strategy and regional advantages



- 6.9** Embrace and embed sustainability within the University's culture, leveraging Western's standing as one of only four universities appointed by the United Nations as a Regional Centre of Expertise on Education for Sustainable Development
- 6.10** Continue to be recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency¹³ and actively engage in the Science in Australia Gender Equity (SAGE) initiative¹⁴

Measures of success include:

- Western Growth milestones, schedules and deliverables achieved in line with Board of Trustees approvals
- Feedback from Western MyVoice Staff Engagement surveys
- Metrics on health and safety, staff development, career progression and workforce capabilities
- Metrics on program and process innovation
- Relationship between costs and revenues
- Participation rate of staff in professional development activities
- Retain accreditation for Employer of Choice for Gender Equality (EOCGE) and gain Athena SWAN Accreditation through SAGE
- Metrics on the progress of the Gender Equality Strategy and Action Plan 2015-2020

¹³ Western is recognized as an Employer of Choice for Gender Equality by the Workplace Gender Agency because of initiatives such as the Gender Equality Policy and the Gender Equality Strategy and Action Plan 2015-2020

¹⁴ <http://www.sciencegenderequity.org.au>

Appendix 1

Load Forecast and Targets

WESTERN LOAD (EFTSL)	2017 ACTUALS	2018 FORECAST	2020 TARGET ¹
CGS Projected Load (Undergraduate)	21,935	21,430	23,500
CGS Projected Load (Postgraduate Coursework)	1,574	1,530	1,550
Domestic fee-paying (Postgraduate Coursework)	632	640	1,000
Domestic (HDR)	630	640	650
International Onshore (Undergraduate)	1,937	2,040	2,500
International Onshore (Postgraduate Coursework)	1,393	1,770	2,500
International Onshore (HDR)	324	330	350
Online (Undergraduate, excludes OES)	93	105	115
Online (Postgraduate, excludes OES)	121	150	170
WSU Online (Online Education Services – OES)	18	250	940
The College Foundation and Diploma Domestic Load	3,218	3,160	3,300
Western Sydney University International College	304	530	800
Western Sydney University Sydney City Campus	359	820	1,000
Totals	32,538	33,395	38,375

1 Targets assume CGS load is funded from 2019.

Key Research Indicators

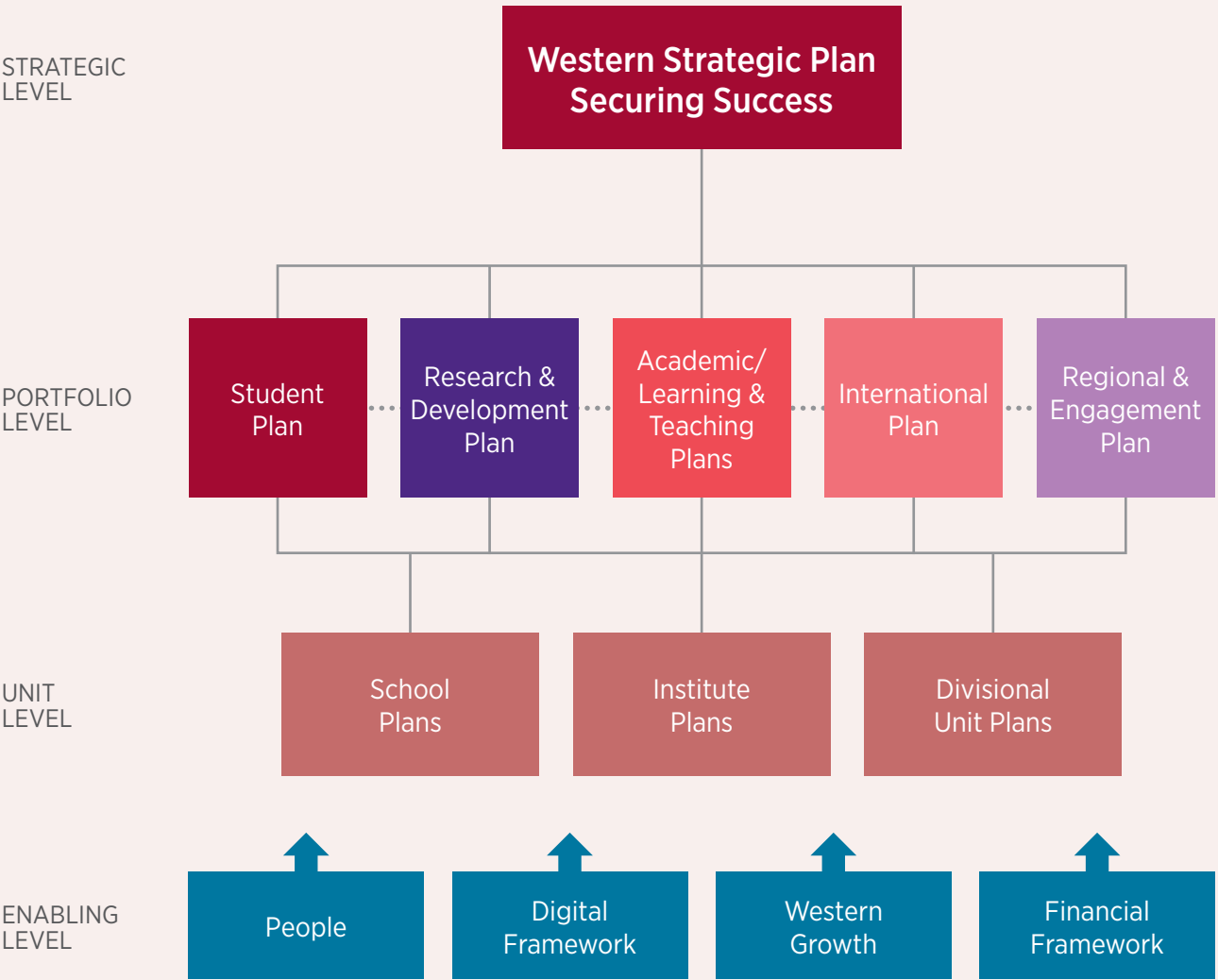
Western	2017 ACTUALS ²	2018 FORECAST	2020 TARGET
External Income Targets – Total	33,583,555	37,000,000	45,000,000
Higher Degree by Research (HDR) – Load	954	970	1,000
HDR Completions Target – Number	179	190	200
HERDC Publication Targets – Weighted ³	1,325	1,300	1,300

2 2017 research figures are unaudited.

3 Reflecting strategy to increase quality rather than quantity of publications.

Appendix 2

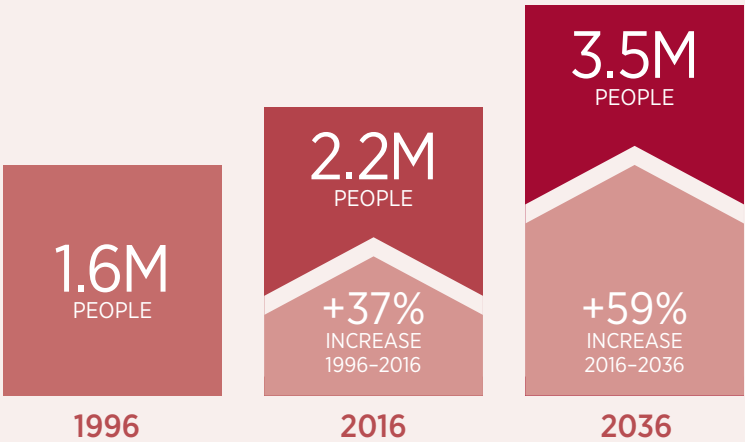
Western Planning Framework



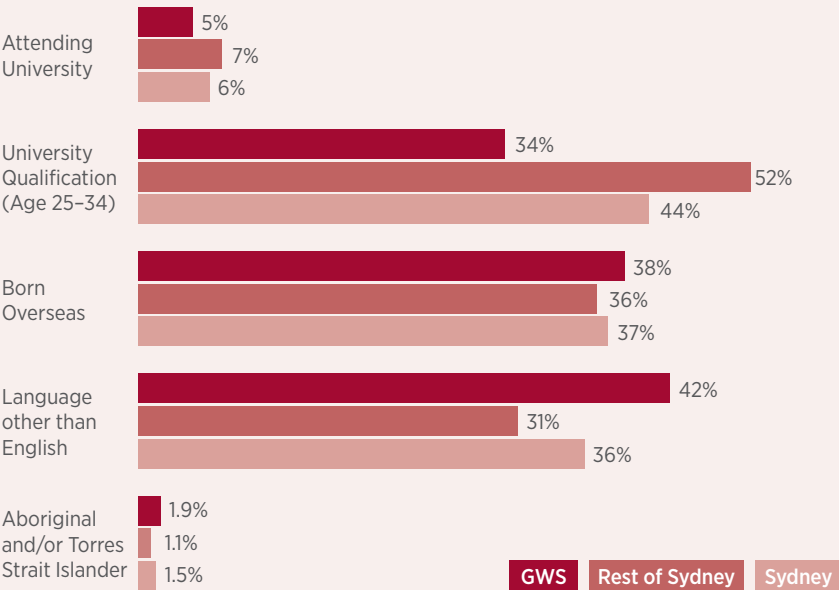
Appendix 3

Greater Western Sydney (GWS) – Key Data

POPULATION GROWTH¹



DIVERSITY²



ECONOMIC POWERHOUSE

3rd largest economy in Australia

\$108.9 billion Gross Regional Product (GRP)³

Over **155,000** businesses

Projected growth areas⁴

- Financial and professional services
- Education
- Healthcare
- Other business services

WESTERN IMPACT

\$845.3 million contribution to the region (approximately 1% of GRP)⁴

Over 260 engagement projects with community, industry and government

Western has a **greater percentage of low SES students** than the sector average

LOCAL GOVERNMENT AREAS

Blacktown	Hawkesbury
Blue Mountains	Liverpool
Camden	Parramatta
Campbelltown	Penrith
Canterbury Bankstown	The Hills Shire
Cumberland	Wollondilly Shire
Fairfield	

ADDITIONAL DATA ON GWS

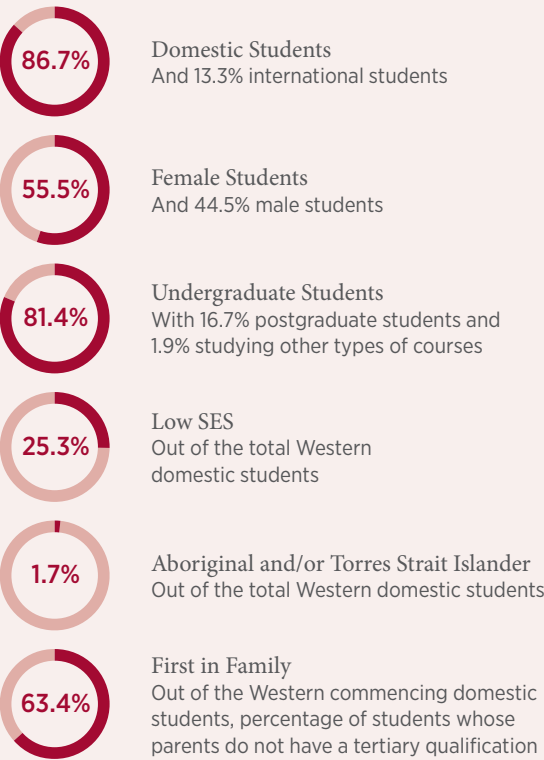
<http://profile.id.com.au/cws>

1 Australian Bureau of Statistics, Regional Population Growth, Australia (3218.0); Australian Bureau of Statistics, Census of Population and Housing 2016; NSW Department of Planning & Environment, NSW State and Local Government Area Population Projections 2016
2 Australian Bureau of Statistics, Census of Population and Housing 2016
3 Regional Development Australia, (2017), RDA Sydney Metropolitan Region Economic Baseline Assessment
4 Deloitte Access Economics, (2012), 'Economic contribution of the University of Western Sydney'

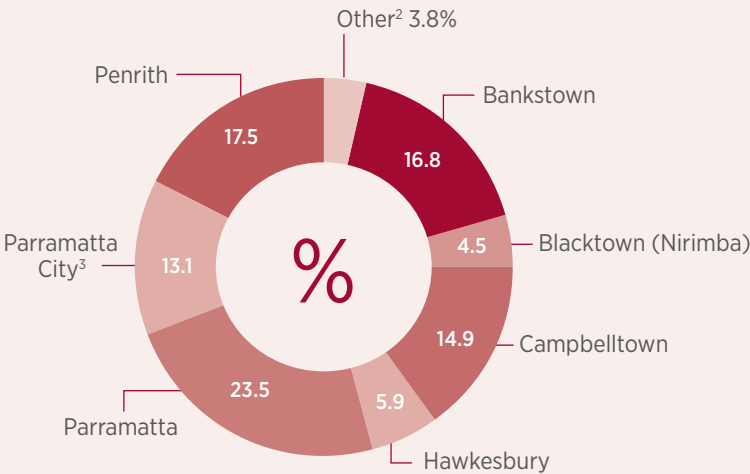
Appendix 4

Students – Key Data¹

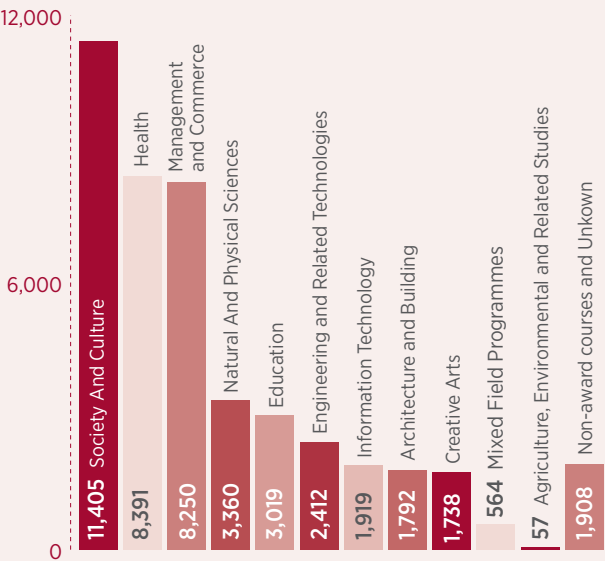
44,815 Students



BY CAMPUS

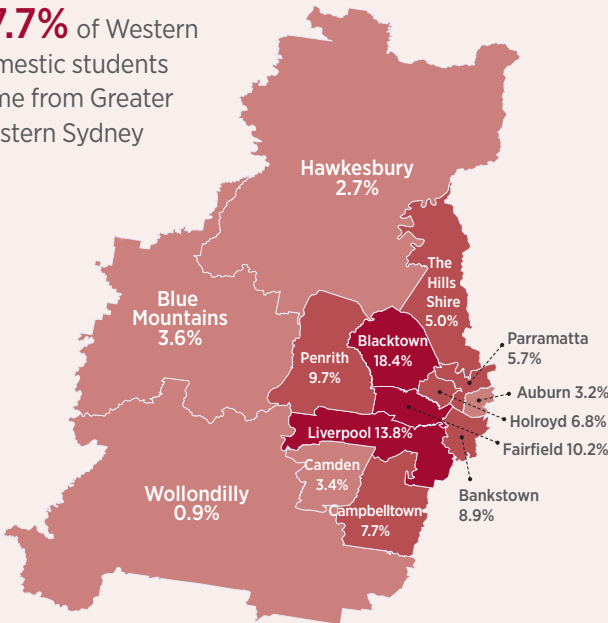


BY FIELD OF EDUCATION



AREAS WESTERN STUDENTS COME FROM

77.7% of Western domestic students come from Greater Western Sydney

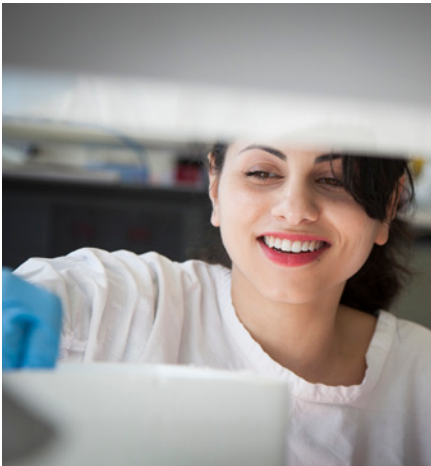


¹ As at December 2017
² Includes External, OffShore, Sydney City, Lithgow, Online and Other
³ Includes 169 Macquarie Street and 100 George Street Parramatta

Appendix 5

Rankings

TYPE OF RANKING		2017 Target	2017	2018 Target	2020 Target
Times Higher Education (THE) World University Ranking	THE 100 Under 50 Universities ranking	75	79	75	70
	THE overall ranking	351-400 grouping	401-500 grouping	351-400 grouping	351-400 grouping
QS World University Rankings	Top 50 under 50 and Next 50	81-90 grouping	81-90 grouping	71-80 grouping	71-80 grouping
	Number of subjects ranked in the top 200	6	7	8	9
	QS overall ranking	551-600 grouping	551-600 grouping	551-600 grouping	501-550 grouping
Academic Ranking of World Universities	AWRU overall rankings	301-400 grouping	301-400 grouping	301-400 grouping	301-400 grouping



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