Rhonda Hawkins
Deputy Vice Chancellor,
Corporate Strategy and Services &
University Provost
Government Higher Education Agenda

• Target of 40% of 25-34 year olds to have a degree by 2025 (will require 217,000 additional graduates)

• Target of 20% undergraduate enrolments from low SES background (will require 55,000 more low SES students)

• “Student demand driven system” with no limits on students numbers from 2012

• gradually increasing the level of research funding, from the current 20% to 50% of competitive grants.

• Performance and equity target funding

• a central quality agency TESQA with more rigorous quality expectations
Additional Funding

$5.4 billion phased in from 2010 to 2013 including:

- $1.5 billion for Teaching and Learning – performance and load based,

- $0.7 billion for University Research,

- $1.1 billion for the Super Science Initiative

- $2.1 billion for Competitive Bids for Education and Research Infrastructure

with a commitment to increase funding further in the next 10 years
Each university is required to negotiate a yearly compact with the Government to:

- define its particular mission

- help meet the government’s public policy objectives (widen participation, improve the student experience and increase research output and quality)

- be a tool for building partnerships between universities and governments

- set targets against each of these objectives with performance funding tied to achieving these objectives
Government Research Agenda

• expand and replenish the research workforce by monitoring the incentives we offer our best and brightest to undertake postgraduate research.

• progressively increase the number of research groups performing at world-class levels, as measured by international performance benchmarks.

• increase international collaboration in research by Australian universities.

• double the level of collaboration between Australian businesses, universities, and publicly funded research agencies over the next decade.

• increase by 25 per cent the proportion of businesses engaging in innovation over the next decade, and increase the number of businesses investing in R&D.
What does this mean for universities?

• Greater competition for students and staff and contestable funding

• Need for well articulated and institutional embedded strategy

• Coping with growth (or the potential for growth) in all of its manifestations – students, staff, infrastructure, systems, policies

• A new generation of students and an ageing workforce
The University of Western Sydney and its Region
UWS and its Campuses – Spanning 8,900 kms

<table>
<thead>
<tr>
<th>Location</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bankstown</td>
<td>6,468</td>
</tr>
<tr>
<td>Campbelltown</td>
<td>5,606</td>
</tr>
<tr>
<td>Hawkesbury</td>
<td>2,280</td>
</tr>
<tr>
<td>Nirima</td>
<td>948</td>
</tr>
<tr>
<td>Parramatta</td>
<td>13,428</td>
</tr>
<tr>
<td>Penrith</td>
<td>8,330</td>
</tr>
<tr>
<td>Other</td>
<td>528</td>
</tr>
</tbody>
</table>

Total Students 2010: 37,588  Projected to grow to 53,000 by 2020
The UWS Mission

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

<table>
<thead>
<tr>
<th></th>
<th>Greater Western Sydney</th>
<th>Rest of Sydney</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Higher Education Participation Rate</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2%, 3.0%, 2.8%</td>
<td>5.3%, 5.2%, 4.6%</td>
</tr>
<tr>
<td><strong>Qualifications Post School</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26.3%, 23.5%, 20.1%</td>
<td>39.9%, 38.1%, 33.0%</td>
</tr>
<tr>
<td><strong>Population Growth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4.3%, 8.5%, 7.5%</td>
<td>3.4%, 5.6%, 4.5%</td>
</tr>
</tbody>
</table>

- Economic disadvantage
- A large Indigenous community
- Low participation in higher education relative to other areas of Sydney
- Multicultural population (174 nationalities) with 50% 1\textsuperscript{st} or 2\textsuperscript{nd} generation migrants
- Will accommodate two thirds Sydney region’s growth (a further 1 million people) by 2036
UWS Students

- Almost 40,000 students (2010)
- Over 70% reside in Western Sydney
- Over 50% are first in family at university (i.e. neither parent has a degree)
- Largest number of low SES\(^1\) students nationally
- Over 20% enter on basis of a TAFE qualification
- Over 30% mature age students (25 yrs+)
- Over 170 countries of birth
- 6.66% non English speaking background (3.88% in sector)\(^1\)
- UWS students work more hours in part time employment than students nationally\(^2\)

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1 DEEWR 2008
2 Universities Australia, AU Student Finances 2006 (August 2007)
UWS Strategy – *Making The Difference*

- Creating a superior learning experience
- Targeted world class research
- Organisational sustainability
## UWS Performance

<table>
<thead>
<tr>
<th></th>
<th>2004</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Retention</td>
<td>77.3%</td>
<td>81.5%</td>
</tr>
<tr>
<td>Low SES students</td>
<td>21.4%</td>
<td>22.7%</td>
</tr>
<tr>
<td>Overall Satisfaction Level</td>
<td>55.4%</td>
<td>69.2%</td>
</tr>
<tr>
<td>UWS Student feedback on Units</td>
<td>69.5%</td>
<td>76.6%</td>
</tr>
<tr>
<td>Research Income</td>
<td>18.5% growth p.a.</td>
<td></td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>&gt;$350m investment in the last three years</td>
<td></td>
</tr>
</tbody>
</table>
UWS in 2015 – Our Vision

A modern and vibrant metropolitan university:

• known at home and abroad for its engagement with the economic and social development of its Region

• with an international reputation for excellence in its chosen fields of research, and

• providing national leadership in student access and success
Our Vision - Growth to 2020

UWS Headcount 2005 to 2020 (moderate growth strategy)
UWS Research Concentrations

University Research Institutes:
- Social Sciences and Humanities
- Energy and Environment

University Research Centres:
- Cultural Research
- Citizenship and Public Policy
- Civionics – Infrastructure Engineering
- Complementary Medicine
- Contemporary Muslim Societies
- Educational Research
- Plants and the Environment
- MARCS Auditory Laboratories
- Urban Research Centre

University Research Groups:
- Disaster Response and Resilience
- Family and Community Health
- Health Services and Outcomes
- Industry and Innovation Studies
- Interpreting and Translation
- Justice Research
- Nanoscale
- Social and Environmental Responsibility
- Social Justice Social Change
- Solar Energy Technologies
- Writing and Society
“Our People 2015”

Having the right people in place to be the kind of University we want to be in 2015... 2020
Interrelated Action Projects

Attraction and Retention

Culture & Employer Branding

Indigenous Employment & Engagement, Diversity & Staff Well Being

Performance & Career Development

Organisational Leadership

Talent Management/Workforce Planning

Academic Career Lifecycle

Reward & Recognition, Flexible Employment options, Staff benefits

OUR PEOPLE 2015
One Key Challenge

Attraction and retention of high quality academic staff
Attraction & Retention

• “Brand” development
• Enhanced Induction and Orientation, both institutional and local levels
• New program for early career academics
• Mentoring programs for academics
• “Inspire” staff leadership program
• Introduction of flexible work options
• Reward and Recognition incentives
## Summary: UWS Academic Recruitment Strategy

<table>
<thead>
<tr>
<th>Australian based action</th>
<th>International action</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Establish new Academic Recruitment Unit</td>
<td>• VC meetings with search firms, UK and USA</td>
</tr>
<tr>
<td>• “100” new academic positions campaign</td>
<td>• VC meetings with universities, USA, January</td>
</tr>
<tr>
<td>• 431 applications received for 12 Research Lectureships</td>
<td>• “Events” in February/March/April</td>
</tr>
</tbody>
</table>
New Academic Recruitment Unit

- Manager, senior position
- 3 x Recruitment Search Specialists (HEW 8)
- 1 x Relocations and Settlements Officer (HEW 7)
“100” new academic positions campaign

Campaign commenced 6 November

• Disciplines identified – matching over-enrolment and research priorities
• Campaign covers national and international, print and electronic media
• Research Lectureships created (attracting over 600 applications across 2 rounds)
• Research focus, e.g. Hawkesbury Institute for the Environment
• Incorporating new disciplines, e.g. Physiotherapy
International activity

• UK and USA search firm partnerships established
• VC meeting with overseas search firms / universities/ sector commentators
• Event to be held UK/USA facilitated by local search firm and attended by senior UWS staff
www.careers.uws.edu.au/