

SECURING SUCCESS: 2015–2020

A DISCUSSION PAPER

September 2014



FOREWORD

The successful implementation of the *Making the Difference Strategy, 2014–2016* over the past five years provides a firm foundation for advancing the University's strategic position, reputation and long-term sustainability in the face of increased competition and unprecedented sector-wide reform.

While the final shape and detail associated with the proposed deregulation of the sector is yet to be formalised by legislation, the University sees the proposed changes as an opportunity to strengthen its position and secure its future through creativity, flexibility and responsiveness. For UWS to secure success it must be unequivocally student-centred and research-led. It should focus on quality interdisciplinary collaboration, be academically attuned to the power of choice and flexibility, globally connected and expansive in its vision. UWS must also take a leadership role in and for Greater Western Sydney, advocating for social and economic development, and leveraging its intellectual and capital assets to best effect in what will be challenging times.

Securing Success: 2015–2020 presents this strategic intent for the next stage of the University's development in the form of a Discussion Paper designed to elicit comment, ideas and innovation. I am committed to engaging comprehensively with staff, students and key community stakeholders to garner feedback and suggestions that will shape our strategy for the next five years.

This Discussion Paper builds upon the aspirations articulated in the *Making the Difference Strategy, 2014–2016*, its supporting plans and the related projects encapsulated in the *Our Future* program. *Securing Success: 2015–2020* provides the rationale and framework for the strategic imperatives to shape the University for a competitive future. The directions outlined arise from analysis of present performance and relevant sector-wide trends, and reflect the views and expectations of the UWS community. Taken together these suggest that the University needs to address key priorities to continue to develop, remain sustainable and to flourish in a changing higher education system.

As Vice-Chancellor my focus, through the Board of Trustees, is to chart the most effective path to strategically and rapidly position the University in an internationally competitive and complex higher education environment. By generating discussion, *Securing Success: 2015–2020* is intended to spark innovative and creative ideas that will help frame a strategy in tune with the aspirations of the UWS community.

I look forward to receiving your feedback and taking the opportunity to discuss this paper with you in various formal and informal settings over the coming months.

Professor Barney Glover
Vice-Chancellor and President

STRATEGIC CONTEXT

In celebrating 25 years as a University, the UWS community has been reminded of the changes and challenges we have faced in our short history. This experience and the successes of the University reflect the **flexible, dynamic culture** of a youthful organisation with a dedication to succeed and the support of its communities.

Located in Australia's third largest economic region, the University has an inherent interest in securing Greater Western Sydney's future prosperity. With an underlying culture of academic **challenge, inquiry and achievement**, UWS is strongly positioned to lead the economic, social and cultural development of the region, in partnership with community groups, industry and the three tiers of government. Equally, the University's location in a rapidly growing and diverse peri-urban setting has comparators around the world, allowing a regional focus to resonate internationally.

Higher education is currently experiencing significant and far-reaching change. Nationally, revised government policy and funding regimes will challenge the University's traditional business model and call for **ingenuity, vision and adaptability**. In addition, new private sector entrants, heightened student and community expectations, and technological and educational innovation have caused an unprecedented shift in the international higher education environment. These challenges and opportunities are defining the strategic conversations within universities and communities around the world. Success will follow those institutions that deploy creative, world-class teaching and research strategies and respond to competition in a global market.

More than a decade of institutional change has positioned UWS to lift its aspirations and to take its performance to the next level and, in so doing, manage its exposure to the increasing volatility in the sector. The University's strategic and associated plans will chart a course to a future as an **influential**, high quality institution that is recognised both for its transformative role in the development of Greater Western Sydney and as a strong and emerging presence nationally and internationally. *Securing Success: 2015–2020* articulates the foundations of the UWS planning framework.

The University will continue to be **student-centred**. Our ambition is to ensure we provide an open door to all in our region and beyond who have the capacity and desire for higher education. Once at UWS, we will **give every student every opportunity** and providing **convenience, choice and flexibility** will be core to the institutional strategy. It will define the University's future and competitive edge. Placing the student at the centre of every decision will demand a reorientation of strategy and innovation as the '**anywhere, anytime**' learning culture calls for new modes of student engagement. The strategy will be supported by the focused development of campuses and distributed learning centres with **flexible, technology-enhanced teaching and learning**.

UWS will build on its reputation for excellence in **interdisciplinary research** that delivers value to business, industry, government and community organisations. UWS will build productive networks and a global profile through world-class research and student and academic exchanges. Advancing the status and promoting the importance of the region within the broader Australian economy and beyond will be an important priority, using its **dynamic peri-urban setting** and associated regional research impact as a basis for national and global recognition, expansion and reach. The University has an important role working with Greater Western Sydney businesses and communities to ensure the region plays its part in the national and international community. As an institution which is globally relevant, UWS will offer students life-enhancing international experiences and contribute to and recognise the value of the **multicultural richness** of the local communities of Greater Western Sydney with particular attention to aspirations and concerns of Aboriginal and Torres Strait Islander peoples.

The University will build a strong financial position by diversifying its revenue sources and becoming more **efficient and effective** in its operations. This will support sustainable growth and critical investments in educational innovation and research. A successful future for UWS is inextricably linked to a step change in the University's performance in key areas, such as the scale of fee-paying postgraduate courses, the strength of international student programs and the ability to attract researchers to Greater Western Sydney, whilst diversifying funding sources to support research.

MISSION, VISION AND VALUES

A mission statement seeks to clarify an organisation's core purpose and is typically unambiguous and to the point. Vision statements, on the other hand, generally articulate what an organisation wants to become in the future and are typically inspirational, aspirational and energising. They tend to only be a sentence in length (for ease of recall) and seek to capture the essence of an organisation's goals, although not necessarily explaining how those goals will be achieved. Values underpin the mission and vision and express what the organisation stands for.

Through the course of developing this Discussion Paper, the UWS Executive reviewed, discussed and debated the University's core mission, vision and values. This proved to be a valuable exercise and resulted in a strong commitment to the current mission. The current values are expansive and in the discussions about future directions and institutional strategy there is an opportunity to sharpen these in a more focussed way.

There continues to be an ongoing discussion around a vision statement for 2020 and beyond in the context of the changing nature of the sector. The Executive is committed to recommending to the Board of Trustees a refreshed University vision statement, and will draw upon feedback associated with this Discussion Paper to develop a statement that articulates what UWS wants to become.

Mission

The University's current mission is:

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.

Values

UWS has a shared and explicit set of values that have underpinned all that it does:

- » excellence and quality in all endeavours
- » scholarly rigour and integrity
- » equity of access and inclusiveness
- » collegiality and participatory decision-making
- » academic responsibility and freedom
- » relevance and responsibility to our communities
- » ethics and accountability

Vision

The University's vision articulated in the Making the Difference strategy is:

Bringing knowledge to life in Greater Western Sydney through community and business engagement with our learning and teaching

STRATEGIC GOALS AND OBJECTIVES: 2015-2020

The following strategic goals and objectives seek to articulate the key aspirations that may frame the University's future. Alongside these will be a robust framework to measure and report on performance and to describe what success will mean or will deliver in the immediate (1-2 years), medium (2-4 years) and longer term (by 2020). Targets will be developed for each goal which will allow for objective assessment of performance. These will be set to be both aspirational and to encourage high level performance.

To secure success, one core goal must sit above all others: to be a **distinctively student-centred university**. This should be a defining characteristic of UWS in a rapidly changing and increasingly competitive higher education sector. Students must be placed at the centre of all decisions and treated as valued customers and clients:

Universities succeed only if they produce graduates with wisdom, curiosity, commitment to excellence and reflection; those are the qualities that students demand. Successful universities succeed because they attract students who freely opt to attend them; students do so because they believe those universities will best satisfy their desires: students are customers.¹

In essence, the University is here for its students. Being distinctively student-centred means the University:

- » delivers high quality teaching;
- » provides access to learning 24/7, 365 days a year;
- » has accessible and engaged staff;
- » provides a safe, pleasant and stimulating campus environment and the support necessary to take full advantage of a University education;
- » recognises and appreciates diverse backgrounds;
- » equips students to succeed in a changing labour market;
- » provides an opportunity to engage in scholarship and research;
- » produces graduates able to contribute to the economy and society; and
- » has graduates who are proud ambassadors of UWS.

Supporting this core goal are four strategic goals that form central pillars. The first defines the University's ambitions as **a vibrant research-led university with regional, national and global impact**. The second represents the University's aspirations to provide **a unique learning experience that is innovative, flexible and responsive**. The third describes the UWS strategic direction associated with **an expanding international reach and reputation**, while the fourth pillar reinforces the University's responsibility as **an advocate and champion for the Greater Western Sydney region and people**.

The foundation upon which these pillars stand is the University's core capability: **a dynamic and innovative culture that secures success**. This culture has underpinned the first twenty-five years of the University and will be fundamental to the next stage of its growth and development.

1 Carl Obermiller and April Atwood, 'In defence of the student as customer', International Journal of Management Education 9 (3), 2011

STRATEGIC GOALS AND OBJECTIVES: 2015-2020

Strategic Framework to Secure Success

Goal 1:

A distinctively student-centred University

Goal 2:

A vibrant
research-led
University with
regional, national
and global impact

Goal 3:

A unique learning
experience that is
innovative, flexible
and responsive

Goal 4:

An expanding
international
reach and
reputation

Goal 5:

A leading
advocate and
champion for the
Greater Western
Sydney region
and people

Goal 6:

A dynamic and innovative culture that secures success

GOAL 1: A DISTINCTIVELY STUDENT-CENTRED UNIVERSITY

As a public university, UWS is committed to its role in creating opportunities for and enabling the aspirations of all its students to achieve their full potential and to placing students at the heart of its decision-making and understanding their needs, requirements and expectations. UWS has an established reputation as a ‘University of the people’² and is committed to ensuring any student with the willingness and potential to succeed at University is given every opportunity to do so.

Creating an **unrivalled student experience** that generates positive feedback among students, their families and within the broader community is a fundamental part of the institutional strategy and critical to the reputation the University seeks to build.

UWS will be **market-focussed**, creating and responding to student demand and actively positioning itself to anticipate changing sector dynamics and stronger competitive forces. In parallel, UWS will develop and take advantage of new educational and research opportunities served by innovative business models.

Providing **opportunity and access** to higher education through a diverse range of pathways, is a key strategic imperative for UWS. These pathways include those offered by **UWSCollege** and through active collaboration with chosen partners. This should include a more intense and sector-leading focus on enabling access and opportunity for Aboriginal and Torres Strait Islander peoples.

‘**Anywhere, anytime learning**’ will be the philosophy which drives the University’s approach to its future use and development of technology platforms and systems. Through innovation and creativity UWS will ensure that online capabilities enable students and staff to access the services they want, whenever they want, from wherever they are, using any device they choose and in a manner that is personalised for each individual.

UWS will strive to lead the sector in securing employment and career success for students. One dimension of this will be the incorporation of **experiential learning** (work-based learning, service learning and volunteering) into all courses beyond that required for clinical and practicum placements in the core curriculum. Study-related work experience increases the chance of being employed after graduation by 44%.³ This is a labour market advantage that UWS will strive to deliver to its graduates.

UWS will also offer a vibrant, innovative and highly engaged research training experience to support the workforce needs of a dynamic knowledge-based economy.

Possible measures of success may include:

- » Market share in target student segments
- » Internal and external (including sector comparative) quality assurance indicators
- » Graduate Destination Survey results for Employment and Further Study
- » The proliferation and reach of service learning and work-integrated learning activities embedded within academic programs.

2 Australian Universities Quality Agency Report, 2007

3 <http://www.oecd.org/employment/interns-areworkers-too.htm>, 2013.

GOAL 2: A VIBRANT RESEARCH-LED UNIVERSITY WITH REGIONAL, NATIONAL AND GLOBAL IMPACT

As a research-led university, UWS understands the significance of evidence-based research to respond to and meet the challenges of society. In particular, the research it undertakes will translate to and have an impact on the businesses and communities it serves and supports (regionally, nationally and globally). UWS is also an institution that understands the **impact** it has on the lives of its students. Students should engage in research activities within and across undergraduate and postgraduate programs and be exposed to learning experiences that are informed by world-class research.

UWS **research leads outwards**. We engage with private and public sector partners at all stages of the research lifecycle, ensuring that our research is relevant to the needs of our communities. UWS acknowledges that disciplinary boundaries do not reflect the complex challenges our partners face. The University's **interdisciplinary research themes** and foci enable collaborative problem-solving among UWS researchers and across institutional boundaries.

UWS is committed to the pursuit of interdisciplinary research that makes an impact on its communities through practical research translation. A unifying thematic construct for UWS research is that of the peri-urban setting, where the university is uniquely placed through its location and partners to be a leader in research that has application both within this region and within the situational context of large growing city environments globally. The University's four research themes align UWS research strengths with key challenges in the region, national priorities, and global challenges of significance:

- » **Urban Living and Society:** *People, Culture, Economy and the Built Environment*. Research within this theme area is focused on understanding and guiding economic, social and infrastructure change through the lens of urban living and the social formations that flow from it. This research is informed by the University's current and expanding research expertise in human geography, the digital humanities, infrastructure engineering, innovation networks, social cohesion, and globalisation.
- » **Health and Wellbeing:** *Translation, Service and Innovation*. UWS systematically explores how health initiatives can prevent disease and illness, encourage healthy lifestyles and wellbeing in individuals and communities, and reduce the cost and impact of illness. As a major educator of frontline health professionals, research is oriented toward practical translation into community health outcomes, centred on the needs of the individual within a complex health system. Research is informed by current and expanding interdisciplinary research expertise in complementary medicine, eHealth, infant speech perception and language acquisition.
- » **Environmental Sustainability:** *Climate, Agriculture and Resources*. This theme recognises that local environments are connected with global problems such as food security, resource scarcity and climate change. UWS takes an interdisciplinary approach to sustainability. Research within this theme acknowledges that environmental sustainability is as important in the city and the suburbs as it is in the bush, and is informed by our current and expanding research expertise in sociology, the arts, engineering, green IT, education, health and economics as well as the biological and physical sciences.
- » **Education:** *Access, Equity, Pathways and Aspirational Change*. UWS draws on the diversity of Greater Western Sydney to underpin research that explores educational access on a global scale. This research theme respects and supports individuals and communities in their economic, social and cultural aspirations. Research is informed by current and expanding interdisciplinary research expertise in new pedagogies and transformational technologies, helping to shape them to the aspirations of our communities.

The research themes focus UWS' research efforts while expanding the network of expertise applied to that research across the University. At the other end of the research lifecycle, impact requires similar breadth and focus: wide translational networks and a deep understanding of the UWS research profile, underpinned by continued excellence in research.

GOAL 2: A VIBRANT RESEARCH-LED UNIVERSITY WITH REGIONAL, NATIONAL AND GLOBAL IMPACT

The University will stimulate the development of an entrepreneurial academic culture with staff and students, which will leverage excellence in interdisciplinary research and the extent of UWS research networks. UWS will provide support structures for innovative start-ups. These start-ups will become an essential professional development environment for our students and will be a factor in attracting and retaining talented students and researchers.

UWS will use broad networks of research translation and dissemination such as policy papers, opinion pieces and commissioned research alongside traditional scholarly channels to increase its opportunities for impact. The University will promote its research achievements to the public and private sectors and the broader community, raising the profile of its research to match the substance of its achievements.

International research partnerships are central to UWS' translational networks, extending from individual international undergraduate, postgraduate and HDR students to whole of institution agreements. At all levels of international partnership the University will engage in focused, long-term, mutually beneficial relationships.

Possible measures of success may include:

- » Diversity and performance of research income
 - » Research performance rankings across an amalgam of key research indicators
 - » Alignment of research effort with interdisciplinary themes
 - » HDR commencements and on-time completions.
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GOAL 3: A *UNIQUE LEARNING EXPERIENCE* THAT IS INNOVATIVE, FLEXIBLE AND RESPONSIVE

Maintaining the University's underlying philosophy of intellectual challenge, inquiry and achievement in development of its students as 'citizen-scholars', UWS will be the **student's strategic partner** within a **life-long and career-focused learning** model. It will develop **a unique learning experience that is innovative, flexible and responsive** with respect to the choice of courses offered and their modes of delivery. In tune with the expectations of students, the University will enhance programs and delivery within an integrated whole-of-career approach.

UWS prides itself on the quality of its academic and professional staff and their commitment to enriching the student experience. The **approachability and accessibility** of the academic staff, and the sense of community this engenders, is a distinctive advantage that UWS is committed to preserving. In particular access to academic staff engaged in world leading research for undergraduate and postgraduate students is a characteristic of UWS and a strong component of a high quality student experience. One of the challenges for the next period of the development of the University is to maintain and enhance this within the context of increasing use of technology and 'flipped' classrooms.

The increasing desire for **convenience and flexibility** in daily living is ubiquitous for the new generation of students. Continuing to **intensify and accelerate** breadth of choice will be important, building upon the innovation and success associated with the UWS summer and winter programs and exploring what it really means to enable **24/7 and 365-day student access, choice and flexibility**. UWS will strive to be a sector leader in blended and online delivery and in the innovative and creative deployment of **technology-enabled learning**.

Learning and teaching programs will reflect the University's research strengths. In a similar way, continuing to internationalise the curriculum will be important in expanding global reach and relevance.

The University's ability to design and deliver interdisciplinary courses and student experiences will become a distinctive feature and one of the competitive advantages of the UWS learning partnership in the deregulated environment. In this increasingly complex world, students who study with UWS should be recognised for their abilities to approach challenges from a multi-disciplinary perspective.

Significantly expanding postgraduate coursework programs will also be a priority, while at the same time attracting outstanding domestic and international postgraduate research students. Innovative approaches to developing an attractive suite of double and combined degrees will give students a **career-related 'edge'**. The University will also provide opportunities for students unable to access the on-campus student experience by introducing a comprehensive range of fully online courses beginning with the launch of UWSONline in 2015.

UWS will meet the changing needs of professional and accreditation bodies and **reach out** to industry groups to more thoroughly understand their challenges and expectations, developing and delivering courses of real value to them.

Possible measures of success may include:

- » Alignment of UWS academic programs with market and industry needs
 - » Performance of UWS academic programs relative to competitors,
 - » Academic program performance indicators (e.g. load, quality measures etc.)
 - » Graduate employment outcomes
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GOAL 4: AN EXPANDING INTERNATIONAL REACH AND REPUTATION

UWS understands and takes seriously its role in facilitating greater intercultural engagement, aiding economic development and fostering social transformation through its teaching and research. Alongside the University's commitment to Greater Western Sydney, UWS will **pursue an expanding international reach and reputation**. It will strengthen the governance of international activities, ensuring a University-wide approach, connecting UWS International, Schools and Institutes.

UWS will need to foster, develop and secure a concentrated number of international institutional **research collaborations** that strategically align with the UWS mission, its culturally diverse and peri-urban setting, and emerging interdisciplinary research themes. Leveraging deep local collaborations, the University should expand its links with **relevant world-class partners**. The vibrant Greater Western Sydney region will be a key driver of international expansion and connectivity as the University shares evidence-based insights into this region and derives knowledge from similar environments around the world.

The University's international expansion will be **student-centred and research-led**. To this end, the University should be deliberate and focused in developing **international institutional partnerships** and in **international research collaborations**, in fostering cultural literacies, and in pursuing **international student** target markets.

UWS will build **stronger and deeper partnerships** with a targeted group of international universities. The intention of such partnerships should be four-fold: to **intensify UWS' research impact globally**; to forge international **educational partnerships** (especially through twinning and articulation arrangements); to develop **study abroad** opportunities as part of the student experience; and to **internationalise the curriculum**.

In increasing the University's international reach, UWS will focus particularly but not exclusively on China, India and Vietnam. It should build on the existing strong bases already established and explore growth opportunities in other existing markets of strength for UWS, as well as specific emerging markets through focused marketing and recruitment.

UWS will pursue a **step-change in the outbound international mobility** of its students through increased marketing, awareness and support (including scholarships and internships), together with targeted international co-operation with higher education institutions, government agencies and industry partners.

Possible measures of success may include:

- » Number and impact of international partnerships
 - » Number of on-campus international student numbers
 - » Landmark international institutional research collaborations under key themes
 - » Outbound student mobility rates
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GOAL 5: A *LEADING ADVOCATE* *AND CHAMPION* FOR THE GREATER WESTERN SYDNEY REGION AND PEOPLE

The University will continue to demonstrate an unwavering commitment to its region **as an advocate and champion for Greater Western Sydney**, alongside desires to expand its reach, nationally and internationally. As the most significant provider of educational opportunity and one of the largest employers in the region, UWS has an inherent interest in advocating for and securing future regional prosperity, and building regional capability. The University will be at the forefront of and be seen to lead in a range of activities that are positively changing the nature of the region.

Representing approximately 10% of the Australian population and home to almost 150,000 businesses, Greater Western Sydney is the third largest economy in Australia and an important economic centre for manufacturing, logistics, service industries, small business and the professions. The region is also the focus for major infrastructure investment over the next decade with \$10 billion in government funding for road infrastructure upgrades plus a decade of construction beginning in 2016 associated with the new airport at Badgerys Creek which is expected to create 35,000 jobs by 2035⁴.

In the context of the region's increasing influence, the University's strengthening leadership will be shaped around four key areas: **enabling aspirations; collaborating to solve important challenges; connecting the region to the world; and building regional capacity, social capital and cultural understanding.**

Industry engagement, which is mutually beneficial, will be one of the hallmarks of the University's pivotal role in its region. Arising from this engagement will be opportunities to partner in research, to work with industry in producing the next generation of highly sought after graduates from innovative and leading edge academic programs and to garner support for students through scholarships, work integrated learning and internships.

The University's longstanding commitment to opportunity and access is fundamental to the region's future. UWS should continue to expand the opportunities created by **UWSCollege** and **strengthen partnerships** with other pathways providers to expand access and aspirational achievement.

The University will connect with our students in more convenient ways through the development of innovative spaces and appropriate enabling technologies. UWS should provide a level of **convenience, flexibility and choice**. UWS should attract and retain the best and brightest from within the region, increasingly becoming **the University of choice** for all students in Greater Western Sydney.

The University is ideally placed in its future regional relationships to be the catalyst for a stronger emphasis on **social and cultural development**, in partnership with community groups, industry and government. Research and teaching should address the challenges of a culturally diverse citizenry, evaluating and disseminating best practice in managing and enhancing community relations.

UWS recognises the productive diversity that resides in the communities of Greater Western Sydney and sees the ethnic diversity of our region as a strength and opportunity. The University appreciates that different languages, skills and cultural understanding adds value to the formal education that we provide students.

The combined Aboriginal and Torres Strait Islander population residing in the region of Greater Western Sydney is estimated to be the largest single population in Australia. This provides UWS with a unique opportunity to contribute to the advancement of Aboriginal and Torres Strait Islander peoples, their knowledge and cultures. It also affords the University the unique responsibility and challenge of working with Aboriginal and Torres Strait Islander communities in Greater Western Sydney to ensure access to and equity in educational opportunities, and to providing tailored pathways, assistance and support. UWS should increase the participation of Aboriginal and Torres Strait Island people and will work closely with these communities in shaping its higher education and research programs and in the development of employment opportunities.

GOAL 5: A *LEADING ADVOCATE* *AND CHAMPION* FOR THE GREATER WESTERN SYDNEY REGION AND PEOPLE

UWS has a role to play in contributing to and leading public discussion on a wide range of matters affecting the communities it serves and supports. The University will assist in creating the conditions under which new industries will be attracted to the region, and the prosperity of existing industries. UWS will work **proactively with regional industry** to understand changing and expanding workforce dynamics and develop programs that are specifically designed to address the key needs of regional employers, including a considerable expansion of work-integrated learning programs, cooperative and internship arrangements and international placements.

Given the projected levels of economic growth and sustainability for the region, it is a priority for UWS to continue to partner with government, industry and the community in **problem-based research** that is aligned with the fundamental **regional challenges** of employment creation, infrastructure improvement, and industry innovation.

In the context of the University's regional partnerships, the framework for provision of work-integrated learning, service learning and volunteering should expand and diversify, adding value to both the student experience and to the host workplace.

Possible measures of success may include:

- » Impact of education, research and engagement programs on regional priorities
 - » Profile and visibility on regional issues
 - » Impact of regional partnerships in delivering mutual benefit
 - » Aboriginal and Torres Strait Islander participation in education, research and employment
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GOAL 6: A DYNAMIC AND INNOVATIVE CULTURE THAT SECURES SUCCESS

With a **dynamic and innovative culture** the University will continue to secure success as a learning organisation focused on the future. UWS should as a necessary precursor to success, **intensify engagement with** staff in the ongoing processes of sector reform and institutional change, not only through imagining innovative developments, but also understanding and enabling discussions of what the priorities must be in a new environment. It should develop staff capacity and capability, and ensure all staff are well-positioned to support the success of the University

UWS has developed a strong culture and track record of successful **innovation**, reshaping and renewal in its formative years. Much of this has been achieved through the determination, creativity and hard work of staff, both academic and professional. Securing success in the future will require strategic workforce planning and a continued focus on retaining, recruiting and developing high quality, responsive, flexible, creative and determined staff. Inclusive and participatory decision-making will be vital to achieving this aim.

In this highly competitive environment securing success including **financial sustainability** will require smartness, efficiency and effectiveness, based on incorporating current and next generation information and communication technology (ICT) into everything we do. It will require staff with a deep understanding of a broad range of technologies and a commitment to implementing **cutting-edge ICT** to streamline and support the efficient operation of the University and to enhance the student and staff experience.

A balance is required between the capital spending on physical infrastructure and the **technology enablement** of UWS' spaces, services and general student amenity. UWS will embrace the benefits that prevailing ICT trends can deliver and be ready to **innovate and adapt** based on the opportunities they present in order to be **agile, responsive and cost-effective**.

UWS has developed a capability for linking its key aspirations and competencies to the changing higher education environment. To this end, it must develop a comprehensive but targeted University-wide marketing strategy that integrates with the core objectives of the University and ensures that the community and key stakeholders are well-informed and engaged with the University.

Possible measures of success may include:

- » MyVoice Staff Engagement results
 - » Measures of program and process innovation
 - » The relationship between revenue and cost
 - » The level of operating surplus
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CONSULTATION PROCESS AND NEXT STEPS

A consistent theme in recent feedback from staff, students and the community is the benefits of more directly and consistently communicating the University's plans, achievements, opportunities and challenges. There is no doubt that at the institutional level, there is a shared understanding of, and commitment to, the mission and values of UWS. This commitment includes an undeniable willingness to contribute positively to the lives and success of our students and to the development of Greater Western Sydney and beyond. This will be effectively and sustainably realised when the UWS community is more fully informed of what is happening, why it is important, the risks involved and the University's achievements. Equally there is a clear wish for greater involvement of academic staff, the 'academy' and professional staff in the decision-making and consultative processes of the University.

Seeking and understanding staff and community feedback, input and ideas associated with this draft plan is a major step in the University's commitment to improved communication and dialogue with its community.

Next Steps

17 September–31 October 2014:

Discussion Paper released for comment to UWS staff, students and stakeholders

3 December 2014:

Draft Strategic Plan to Board of Trustees for consideration and comment

February 2015:

Final Plan endorsed by Board of Trustees

Further information:

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