

WESTERN SYDNEY
UNIVERSITY



WESTERN SYDNEY UNIVERSITY

STRATEGIC PLAN 2025-2030

GREEN PAPER

1 Foreword

Western Sydney University's greatest asset is our people.

Our students, staff, partners, supporters, and community members have made us who we are today.

That's why we want you to have a say in the development of a new Strategic Plan for Western Sydney University to prepare us for the future. The plan will be finalised by the end of this year and replace Sustaining Success.

This year marks the university's 35th anniversary. Our commitment to delivering impact and improving lives – no matter someone's circumstance or background – endures. As do our values of boldness, fairness, integrity, and excellence.

The hard work of our University community has positioned us as a trailblazer in higher education. We are leaders on equity, access, and sustainability. We have deep connections with Indigenous communities and celebrate their histories and cultures.

We have outranked thousands of international universities to top the Times Higher Education Impact Rankings for positive impact three years in a row. These rankings measure progress in gender equality, reducing inequities, affordable and clean energy, and sustainable cities and communities.

Importantly, our University is emblematic of the Western Sydney community it embodies. We are vibrant, culturally diverse, and dynamic. We embrace our place in the world, champion new ways of thinking, and aspire to be fast-moving, dispersed, and innovative.

We are synonymous with our region's epic social and economic transformation and are central to unlocking its unlimited potential and lie at the heart of its wellbeing and social cohesion.

These are all core to who we are and strengths that will guide us through challenges and enable our future ambition.

As we release this Green Paper, our region stands at the precipice of extraordinary opportunities, and we must be ready to seize them.

Western Sydney International Airport, the nation's premier and 24-7, digitally infused airport will open in 2026. This generational development is a catalyst for growth across Western Sydney, including record infrastructure spending, the Aerotropolis, Bradfield City Centre, and the Parramatta Powerhouse arts precinct.

As our region changes, it will be home to new technologies, research breakthroughs, and emerging industries that will help deepen and diversify the national economy.

Our role is to ensure that this transition delivers positive and impactful change for communities, including greater educational and research opportunities locally and globally, improved access to skilling, reskilling, and upskilling, impactful research, and higher-paying jobs closer to where people live.

At a national level, we are seeing a renewed focus on higher education. The Universities Accord – a review of Australia's higher education system – recommends the nation more

than doubles the number of university students to 1.8 million by 2050. On the other hand, the Commonwealth is limiting how many international students can commence at Western Sydney University from 2025. This reduction has significant financial and other impacts that require us to focus more keenly on the most important aspects of our mission.

Regional opportunities are on our doorstep through the federal government's signature policies to achieve net zero and A Future Made in Australia, as well as the nation's partnerships with India, Japan, and the United States through the QUAD and with the United Kingdom and the United States through AUKUS, particularly Pillar 2.

These changes and developments mean we must re-examine our strategy and focus.

Do we have the tools to fulfil our mission, meet our values, and continue making a difference?

Do our students and people have the resources and capabilities to thrive in an era of constant change?

Do we have a 'front door' for partners and the community, and do we promote our full collaborative scope?

Do we build meaningful relationships?

Do we have what our student, staff, partners, and community members need to flourish?

Our focus must be on working together to foster a great student experience and student success, develop the nation's most sought-after graduates, deliver research with impact, be a national leader in Indigenous higher education, adopt new technologies, secure our financial independence, and take Western Sydney to the world.

Achieving these ambitions will take careful, thoughtful, and staged planning and it will require new capabilities. These include thinking about the student experience as a personal journey and shifting to a 'One University' mindset so that no matter where or how you interact with us, it feels the same.

We need to be faster and more agile so we can adapt to a constantly changing environment and we need to double down and focus on our people, that's you. Those capabilities will allow us to achieve our strategic priorities.

That's why we are releasing this Green Paper and inviting your input.

The Green Paper is designed to kickstart our consultations, sparking discussion about the University's path forward. It will outline our challenges and opportunities. It is open-ended, putting forward a series of questions to guide the development of our strategic direction.

We know you have the answers.

We know you share our ambitions.

And critically, we know that only you can help us chart a new course.

We encourage you to engage in this process to generate new ideas to propel the university community forward.

It is our job, along with the Board of Trustees and Senior Leadership Team, to ensure the University has the systems, processes, and resources to deliver for our students, for staff and partners, and for the communities we are part of, belong to, and serve.

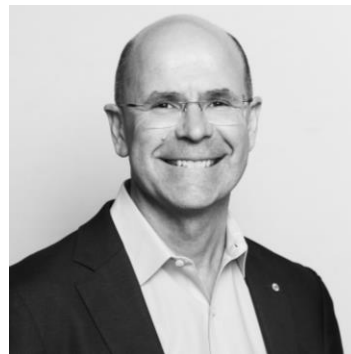
Moving to a five-year strategic plan will enable our university community to update the strategic plan every year but free us from constantly revisiting our direction. Therefore, it is imperative we get this right. The plan will drive our budget and performance settings.

At their best, universities empower people. They set them on a path to shape their own narrative and define their own future, leaving an indelible mark on their communities.

Together, let's build on our momentum so we can deliver positive impact and ensure everyone connected to our University community and the broader region has an equal chance to unlock their own unlimited potential.



Professor Jennifer Westacott AO
Chancellor and Chair of the Board of Trustees



Professor George Williams AO
Vice-Chancellor and President

1 How to use this document

Western Sydney University (Western) is developing a new Strategic Plan. The purpose of this plan is to outline a vision for Western's future and the key shifts required to achieve it.

1.1 Structure of the Green Paper

The Green Paper is divided into six sections.

Case for change: describes changes in the world that the University must respond to, Western's key strengths and focus areas.

A vision for Western's future: presents the University's proposed mission and considers what the University will look like in 2030 and beyond.

Strategic Priorities: outlines proposed areas of focus to achieve the University's mission and vision.

Core capabilities: identifies the essential capabilities that the University must continue to build to ensure that it can successfully deliver upon strategic priorities.

Catapults: presents our proposed approach to develop whole-of-university signature projects and programmes of work to deliver on our proposed mission.

Next steps and timeline of development: sets forth how students, staff, partners, collaborators and the Western community can contribute to the strategy; the consultation approach and opportunities for engagement.

Questions for feedback: summarises the key questions that the University is seeking input on. We invite all students, staff, partners, collaborators and the Western community to share their thoughts and help shape our strategy for the coming years.

2 Case for change

Western has made great progress under its previous strategy. We have topped the Times Higher Education Impact Rankings three years in a row, recognising progress in gender equality, reducing inequities, affordable and clean energy, and sustainable urban development. Western also opened new campuses in Bankstown and Indonesia, the Parramatta Engineering Hub and Westmead Innovation Quarter to further expand Western's positive impact. These achievements were made while grappling with the impacts of the COVID-19 pandemic on all our people.

The world continues to change, including in higher education policy and funding, economic development, community needs and technological innovation. The sections below outline a summary of the changing external environment and an assessment of Western's core strengths and focus areas.

The strategy will set out Western's plan to seize the many opportunities available to us so we can continue to fulfil our mission.

2.1 Western's Context

2.1.1 Western's core strengths

Compelling purpose backed by great people.

The story of Western is a story of shared success. Western sits within the top 50 young universities in the world. It is a university that responds to the evolving needs of Western's diverse communities in ways that empower, uplift and amplify the strengths of the most valuable asset of the region, its people. Western's purpose of positive impact can be found in everything Western does including teaching, research and partnerships. Everything that Western does is driven by its great people who believe in the power of the University to lead and support Western's success.

Diverse student body.

Western graduates are recognised by their employers as having strong innovative thinking and collaboration skills¹, a testament to Western's diversity of cultures and perspectives. The rapid economic changes expected in our region, combined with global technological developments mean that the many of the jobs of the future are yet to be invented. Graduates who know how to handle this ambiguity, and that can embrace a variety of ideas from a wide variety of people will be even more valuable to employers than they are today. Western graduates are well positioned to succeed into the future.

Connected with community.

Western's connection with local businesses and communities is strong. Western works with large numbers of Western Sydney businesses to design courses; provide work integrated learning, internships, shared spaces; and conduct research. These partnerships help connect students and researchers with organisations in Western Sydney to ensure that graduates are

¹ QILT, Employer Satisfaction Survey. Available [here](#).

job-ready, foster employment opportunities, and ensure that research is meeting the most pressing needs of our communities.

World-class research.

Western undertakes world class research, with 85% of our research being ranked at 'world standard or above'.² We have strengths in many areas, including for example in agriculture; building and construction; civil engineering; materials engineering; environmental sciences; biological sciences; education; psychology; and sociology.³ These areas of expertise are key to the development of Western Sydney, especially as investment grows in high tech hubs and advanced manufacturing. Our research positions Western to be at the forefront of innovation and help address the problems that need solving both locally and globally. We focus on challenge-centric research through transdisciplinary collaboration, including with industry to tackle complex challenges in a holistic way. Top quality research also means that Western's students are exposed to the latest thinking in their disciplines.

Alignment to many current skills gaps.

Australia is facing skills shortages in many areas. The Australian government has identified that 36% of occupations face a skills shortage, up 5 percentage points from 2022. Many of these occupations require significant training (for example a bachelor's degree) meaning it is difficult to quickly fill these skill gaps. Occupations with large skills shortages and long training times include early childhood teachers, allied health workers (e.g. occupational therapists, physiotherapists), nurses and social workers.⁴ Western is well-positioned to address these gaps. Times Higher Education's World Subject Rankings show that the University's top areas are Education, Clinical, Pre-clinical and Health.⁵ This means that Western's students are graduating with top-quality skills in areas that employers are urgently seeking graduates. Addressing skills gaps also allows Western to have a positive impact in communities and economies across the globe. Our graduates and researchers can support development of local industries wherever Western has a presence, whether it be through our global campuses or partnerships across the world.

Campuses in young, high population growth areas.

Western's campuses are situated in areas of high population growth, innovation focused regions, and areas of future transport investments. Two thirds of Sydney's population growth is projected to occur in Greater Western Sydney, with more than half of the city's population predicted to live in our region by 2036. Western Sydney also has a younger population than the rest of Sydney with more than 1 in 3 people under the age of 24. Western is well positioned to provide education to this population with extensive experience providing high quality education to diverse populations.

As Australia's third largest and fastest growing economy, the Western Sydney region provides Western a unique future-focused context for learning, research and industry collaboration. With major lighthouse precincts such as Westmead and Bradfield, the Western Sydney region is well positioned to develop as a destination for innovation that will transform existing industries and develop emerging technologies in areas such as

² 2018 Excellence in Research for Australia (ERA) National Report. Available [here](#).

³ SCIMAGO Institution Rankings: [here](#).

⁴ 2023 Annual Jobs and Skills Report [here](#).

⁵ Times Higher Education Subject Rankings [here](#).

semiconducting, advanced sensing and clean technologies that will position the region as a leader in sustainable growth.

Our campus network enables Western to take a leading role in placemaking in critical locations, bringing educational and employment opportunities closer to where people live.

2.1.2 Areas to strengthen and grow

Student satisfaction.

Western has seen increases in student satisfaction after COVID-19⁶, but there is room to do much better. Further developing teaching, support services and campus life will help increase satisfaction and ensure that students get the most they can from studying at Western. Greater personalisation will deliver more choice and flexibility, improving the student experience.

Student retention.

If students start but don't complete their degree, there are many lost opportunities including: the student incurs student debt without the lifelong increase in earning capacity from gaining a degree, lower government contribution to fees for the University, and fewer workforce skills and capabilities for the economy. Western has an opportunity to better support students to successfully complete their degrees.⁷

Graduate outcomes.

Employers are overwhelmingly satisfied with the quality of Western's graduates, but note the opportunity to further improve foundational (e.g. writing/problem solving) and technical (e.g. professional and technological) skills.⁸ Western must ensure that its graduates are sought-after, find work quickly and are prepared for the workforce.⁹ We have the opportunity to differentiate our graduates by developing a distinctive conception of what they learn with us, and what they bring to the workforce in areas such as digital literacy.

International student load.

Western has one of the highest domestic student enrolments in Australia but a relatively low proportion and number of international students, at approximately 20% of total student load¹⁰. Recent government caps make it harder to increase international enrolments, but there may still be opportunities to grow international student numbers through our offshore campuses and other targeted approaches.

Research strategy.

Western does great research, but government research revenue and total research revenue growth lags behind other universities. There is an opportunity to refine the University's research strategy to distinguish the University in a crowded funding marketplace, enable

⁶ QILT, Student Experience Survey. Available [here](#).

⁷ Higher Education Statistics, 2022 Section 15 Attrition, Success and Retention. Available [here](#).

⁸ Attitudes towards education in Australia. Available [here](#).

⁹ QILT, Graduate Outcomes Survey. Available [here](#).

¹⁰ Western Sydney University, EFTSL by student citizenship/residence, 2024.

global research partnerships, generate tangible benefits for Western Sydney, and grow research impact locally and globally.

We want our research to play a significant role in developing new industries at scale to create higher paid jobs in Western Sydney.

Partnering, translation and commercialisation.

Forging community connections has been a strength of Western in key areas. This can be further improved by focusing efforts and better responding to partner needs, especially as they evolve throughout a relationship. Effective resourcing, processes and systems will allow Western to optimise partner experiences. Innovative commercial structures and diversified revenue streams present opportunities for Western to further strengthen its partnering, translation and commercialisation of research. Greater consistency in partnership management will also ensure value for students (e.g. work integrated learning, placements, and career pathways), researchers (e.g. collaborative research projects) and the broader community.

Leading Western Sydney's transformation.

Western has a strong presence and deep connections across Western Sydney and in our global locations. Our large campus network requires active and intentional focus. Review and alignment of our campus footprint presents an opportunity to ensure a consistently high-quality student and staff experience, further strengthen our environmental sustainability and commercial property arrangements. Co-location with industry and community present opportunities for Western to enhance its education and research quality and experience.

The economic and social transformation underway in Western Sydney is creating enormous opportunities for the region through major projects such as the Western Sydney International Airport, the Aerotropolis, Bradfield City Centre, and an Advanced Manufacturing Research Facility. These projects are recalibrating Sydney's economic centre to the west, helping to deepen and diversify the region's economy. Western needs to lead and partner with industry, community and the government to ensure the benefits of growth are shared throughout Western Sydney.

Western is limited in its ability to offer all courses at all locations. Having more students at select campuses offers greater opportunities to build cohorts and enhance student life. Western must also ensure consistent experiences and continue to leverage developing technologies to provide flexible learning options and optimise learning experiences for students attending classes in-person and those engaging in remote learning.

2.2 Factors in our operating environment

2.2.1 Favourable shifts

Australian government policy favours greater access to higher education.

In February 2024 the Australian government presented the Australian University Accord (the Accord). Developed in consultation with universities and other stakeholders, it was the first broad review of the tertiary education system in over 15 years and provided 47 recommendations.

A key aspect of the Accord is expanding access to higher education. It set ambitious targets including increasing the proportion of Australians aged 25-34 with a university degree from 45% to 55% by 2050¹¹. Helping people from underrepresented groups to access and complete university will be critical in achieving this objective. Government policy and rhetoric have correspondingly focused on improving equity in the higher education system. The government has since announced fee free VET courses to help people prepare for university.¹² It is also considering increasing funding to support underrepresented groups.¹³

Industry development in Western Sydney presents growth opportunities.

Western Sydney is the third largest economy in Australia behind Sydney CBD and Melbourne. The region's economy is expected to increase rapidly driven by high population growth, infrastructure and policy developments. Western Sydney has the potential to transform existing sectors and add to new emerging technology industries, adding over 400,000 new jobs and an additional \$100 billion to the state's economy by 2036¹⁴. The development of the Bradfield City Centre, Western Sydney Airport, the Aerotropolis, investments from AUKUS pillar 2, and the private sector will help turn Western Sydney into a high-tech hub and centre of advanced manufacturing¹⁵.

To take advantage of the region's economic development, the people of Western Sydney will require new skills and education tailored to the high-paying jobs of tomorrow. This is not just for those at the start of their careers, but there will be an increased need for life-long learning and reskilling.

This rapid growth will likely bring new organisations who will invest in Western Sydney and its people. For students, this provides more organisations to develop practical experience with, connect academic theory and industry practice and develop professional networks. Work-integrated learning and industry co-designed and co-delivered curriculum will ensure our students are job-ready upon graduation. For researchers, this means there are more opportunities for collaborative research with industry partners. Public funding sources such as the National Reconstruction Fund (NRF) and A Future Made In Australia (FMIA) present opportunities to enhance research translation to benefit our communities locally and globally. Private sector investment can further strengthen this.

Research funding is being directed to areas of greatest impact for communities.

There has been an increasing expectation, particularly from government, that university research delivers significant positive community impact. The revised National Science and Research Priorities were announced in August 2024 to shape investment and research areas for universities and the private sector.¹⁶

These priorities are:

1. Transitioning to a net zero future
2. Supporting healthy and thriving communities

¹¹ Australian University Accords. Available [here](#).

¹² FEE-FREE Uni Ready Courses. Available [here](#).

¹³ Needs-Based Funding Consultation Paper. Available [here](#).

¹⁴ Unlimited Potential. Available [here](#).

¹⁵ Western Sydney Economic Outlook. Available [here](#).

¹⁶ Australia's National Science and Research Priorities. Available [here](#).

3. Elevating Aboriginal and Torres Strait Islander knowledge systems
4. Protecting Australia's environment
5. Building a secure and resilient nation.

Western's research agenda is already responding to and focused on many of these priorities.

2.2.2 External challenges to overcome.

International and domestic student caps.

The government has set out individual university caps to the number of international undergraduate students that can enrol at Western and other universities in Australia. The international student cap means that the University is expecting 1,000 fewer international students in 2025 than had been forecast. This will result in a drop of about \$26.5 million in revenue that could have been used to support Western's community. Many of the international students that attend Western go on to fill key skill shortages in our region. International students also support a wealth of local businesses and contribute to the cultural diversity and social cohesion of our region. The student caps are set each year, creating uncertainty and make future planning difficult.

The government has also proposed changes to domestic student funding that caps the number of domestic students that can enrol in specific courses. The proposed changes would reduce student agency and universities' abilities to adapt to community needs (as the government sets the maximum number of students for certain courses). There would be a significant financial penalty if universities over-enrol, as the fees of students over the cap would go to the government, not to the university. This encourages universities to under-enrol to make sure they don't accidentally exceed these caps - reducing access to university.

Constrained domestic student demand.

Domestic student demand is expected to contract, particularly in areas with lower socio-economic advantage. As households face increasing financial pressures, people find it harder to justify spending several years at university and earn less money in the short-term. This is especially true for households who are already experiencing budget pressures. There is currently significant demand for workers in the labour market, particularly in industries that don't require a university degree to gain employment.

University costs are growing faster than domestic fees.

For universities across the country, operational and capital costs are rising faster than government funding. Under the Job Ready Graduates package introduced at the start of 2021, the Australian government contribution to the costs of undergraduate courses was decreased for most courses. While this was partially offset by a general increase in student fees, the overall result has been a real decrease in funding for student places.

Since the introduction of this package, the total resourcing (student fees plus government contribution) of domestic undergraduate student places has decreased by 3.2% relative to inflation.¹⁷ Under current funding arrangements, this real decrease in fees is expected to worsen.¹⁸ Universities receive more revenue from international students than domestic

¹⁷ Various Indexed Rates. Available [here](#).

¹⁸ Balancing Mission and Markets: The Future of Higher Education. Available [here](#).

because they can set prices that fully cover costs. Under the new caps, international student places are being limited, further reducing university revenues while costs continue to rise.

Insufficient research funding.

Research is core to what universities do. A large source of funding for university research comes from government grants where universities compete for money for specific research projects. Other sources come from research collaborations between universities, government, industry and/or philanthropic organisations. Many research funding sources do not fully cover indirect costs. For instance, research funding does not usually cover the use of facilities (e.g. laboratories), support services, IT or many other overhead costs. The Research Support Program is supposed to offset these but does not cover the full cost of research. This gap in funding means that as universities do more research (which contributes to addressing global problems, fosters innovation, and boosts institutional reputation) more funding must be found elsewhere. This is resulting in increasing competition for industry research funding.

Technological and industry change are out-pacing curriculum design.

We want to provide students with maximum choice, quality and flexibility through greater personalisation. This will be a point of differentiation driven by a world class digital experience. Students and government are increasingly demanding more vocationally focused education, with students often choosing what and where to study based on potential employment opportunities. It can be challenging to prepare graduates for employment when the needs of industry outpace the development of educational offerings to service those needs. The technical skills that a graduate might need to obtain their first job may be obsolete in five years.¹⁸ To keep up with these changes, universities need to become more agile, streamlining processes and improving systems, while increasing staff effort and associated costs. In contrast, critical thinking, problem-solving, communication and broader technological literacy skills will always be important. Balancing technical employment and foundational skills in future curriculum development will remain a challenge.

We want to be a world-leading university in the use and application of AI within an ethical environment. The rapid development and proliferation of generative AI tools pose a challenge for universities to maintain academic integrity. While it is important to develop capability with AI, there is a need to balance this with building and testing student's content knowledge and critical thinking skills. Generative AI has made access to low quality information easy, so Western's graduates must be providers of high-quality thinking to differentiate themselves.

Universities are perceived less positively and as inaccessible.

Public confidence in Australian universities is falling. Less than half of Australians view universities positively, with a roughly 10% decline in approval in recent years.¹⁹ This fall in public trust has been even more pronounced overseas with only 36% of people approving of US universities. There is a perception that some students are finding it increasingly difficult to access higher education. 41% more people believe that accessing higher education has become harder rather than easier for students from poorer families over the last ten year.²⁰

¹⁹ JWS Research poll, May 2024.

²⁰ QILT, Employer Satisfaction Survey. Available [here](#).

3 A vision for WSU's future

Vision statement

Our region is the most dynamic in Australia, with large-scale opportunities in which we can make a significant contribution through research, education partnerships and collaborations both locally and globally.

We need to ensure our university continues to meet the expectations of our community.

Working together, we will lead the nation in student experience and student success.

Our students will be the most qualified, confident, work-ready, digitally enabled, agile, and values-driven graduates who are sought-after locally and globally in all sectors.

Our people will be the forefront of thought leadership, skilled professionals, values driven who strive for personalised experience and collective purpose.

Our research will be amplified, translating into tangible benefits for the region, nation and global communities, laying the foundations of future industries, social, economic and health advancement and equity.

Our commitment to First Nations' advancement will lead the nation toward Indigenous self-determination.

Our adoption of technology will position us at the forefront of innovations such as generative AI and make us the most digitally enabled university in Australia.

Our emphasis on greater financial independence will underpin our new direction and community reach.

And our vision to take Western Sydney to the world will be abled through strong global presence in education and research. We will further strengthen our collaborations with partners in Indonesia, Vietnam, and India to develop skills in the region and around the globe.

Increasing our presence enables us to tap into the capability building underway in these fast-growing and transforming economies. It enables our actions to align with the federal government's Southeast Asia Economic Strategy to 2040. In turn, our efforts and investment will strengthen critical industry development in Australia, including in AgriTech, fintech, and advanced manufacturing.

Our global reach is an opportunity to create genuinely international schools, particularly in business and potentially in agribusiness. With world renowned reputations, these can serve as magnets for domestic and international students.

Key question:

1. Does this capture what you see as the right vision for WSU? What is most important about the proposed vision?

4 Proposed Strategic Priorities

Initial discussions have identified seven strategic priorities to achieve the University's proposed mission. These strategic priorities are presented here to test and refine them with students, staff, partners and the community. Addressing these priorities should allow the University to adapt to changes in our region and the world, build on key strengths and develop areas of focus. As you read through each of the proposed priorities, please consider the following:

Key questions:

2. How important are each of the proposed strategic priorities - from critically important to not that important?
3. Are there any other strategic priorities we need to deliver on our mission?
4. What are the specific things we need to do to deliver each of the proposed priorities?

The ambition of each strategic priority outlines what Western aims to achieve by 2030. The key objectives are strategic goals which guide Western's course for action over the next five years. The measures of success provide targets for Western to track our progress and describe what this will look like practically. We will identify specific metrics for each measure of success in the final version of the Strategic Plan.

4.1 Empowering Student Success

There are opportunities for Western to address current rates of student attraction, satisfaction, retention and employability. Empowering student success will drive Western's commitment to provide a sector-leading experience that equips students with future-focused skills.

Our Ambition

Western will provide a sector leading and personalised student experience, drawing on our students' diversity as a key strength. Through flexible learning, inclusive campus environments, and a holistic curriculum that fosters personal growth, leadership, and employability, we will ensure all students can thrive. We will aim to foster a sense of belonging and purpose by listening to students. We will enable students of all backgrounds to succeed academically, professionally, and within their communities.

Objectives

- 1. Highly desirable institution for students locally and globally:** Western has a distinct, compelling, and clearly articulated offer to prospective students that excites them about the opportunities our university provides. We will offer inclusive, holistic, personalised and flexible learning experiences, and peer learning and support with a focus on deep engagement in learning. Student voices will guide the design and delivery of experiences and supports.
- 2. Market-driven and industry relevant product suite:** Future-focused program offerings are aligned to market need and student desires. Our qualification and subject offering will be aligned to the current research and industry insights, with real-life

experiences that strengthen students' employment readiness, including a strong foundation in academic and digital literacy and transferable skills.

- 3. Support and retain students through their degrees:** Students are supported throughout their university journey to help them complete their qualifications. Western will make it easy for students to engage, study and graduate by strengthening our understanding of different education journeys and needs. We will listen to student voices to guide how we support and retain them.
- 4. High quality learning experiences will enable student success:** Western will provide flexible and proactive individual support. Students will be guided across their educational journey, with clear communication, accessible support services, and campuses and facilities that meet their needs. Staff are equipped with the skills and knowledge to provide flexible teaching and support practices, and assessments are industry-relevant and fit for today's technology-enabled world.
- 5. Students flourish across all aspects of university life:** Students hone vital transferrable skills and build strong friendships and professional networks through inclusive curricular and extra-curricular activities. The University will foster a sense of belonging by listening to students and create holistic outcomes for them.
- 6. Western graduates are in high demand by employers:** Western develops the nation's most sought-after graduates who are equipped to succeed in the world. We will build core skills and technical capabilities in structured ways that set students up for success. Our graduates will be confident and adaptable, distinguished by their cultural and digital literacy, and ready to make a positive impact in the world.

Measures of success

- Increase the proportion of offers that become conversions, including targeted offers.
- Improve student satisfaction in teaching quality and overall experience, including increased participation in satisfaction surveys.
- Improve student retention at key points from pre-census and throughout first year and beyond.
- Increase the rate of successful program completion.
- Increase the proportion of students who participate in an exit pathway option, who would otherwise have dropped out.
- Increase employment rate six months after graduation.
- Increase in the number of co-designed curriculum with industry and community partners.

4.2 Indigenous Acceleration

Strengthening Indigenous voices within Western and their contributions towards teaching and learning will promote cultural inclusivity and diversity within the university and broader communities.

Our Ambition

Western will be a global exemplar in higher education for Indigenous excellence and leadership. We will build the cultural capabilities of non-Indigenous staff and students and embed Indigenous decision making throughout the university. Western will attract and retain more Indigenous academic staff to advance Indigenous scholarly leadership and support greater attraction of Indigenous students. Western will finance Indigenous teaching and research to achieve its position as a global leader.

Objectives

1. **Ensure that Western meets the learning and teaching needs of Indigenous students** by providing appropriate program and unit offers with appropriate support services and adaptive learning environments to accelerate Indigenous student and staff success.
2. **Embed Indigenous education into Western's curriculum** to support improved educational outcomes for Indigenous students and develop the capabilities and capacity of non-Indigenous students to work effectively with and for Indigenous peoples to address inequities and promote social justice.
3. **Enhance Indigenous research to become a global leader** by increasing investment and support for Indigenous researchers and build a strong pipeline of Indigenous researchers.
4. **Become a stronger university for Indigenous students and staff**, through increased proportion of Indigenous students and staff, a greater celebration of people and culture on our campuses, and country-centred planning.
5. **Strengthen Indigenous leadership at Western** through senior appointments and the establishment of an Indigenous Centre of Excellence.

Measures of success

- Establish the Indigenous Centre of Excellence.
- Increase the proportion of Indigenous Academic and Professional staff.
- Design a pathways strategy to build a strong pipeline of Indigenous researchers.
- Increase funding for Indigenous research.
- Ensure course offerings embed Indigenous curriculum.

4.3 Unlocking Lifelong Learning

Offering targeted learning opportunities at various points of our student and learners' lives will help Western develop the workforce skills and capabilities necessary for our community's future. Building a strong value proposition for lifelong learners, including through alumni networks will allow Western to deliver positive impact in sectors critical to local and global development. Refining the focus of Western's lifelong learning offer will allow us to have greater impact and equip our students for success.

Our Ambition

Western will create a clear value proposition for lifelong learners, employers, and industry. It's industry-driven and market-relevant product strategy, seamless learning pathways, and co-design, development and delivery of new education models, will enable the University to evolve with industry needs and diversify revenue streams, whilst setting the benchmark for upskilling at scale, executive education, postgraduate experience, and alumni engagement. Targeted strategic partnerships, data-driven decisions, and purposeful system and process design will provide an innovation hub for customer relationship management, recognition of prior learning practices, and enterprise upskilling.

Objectives

1. **Define lifelong learning offering and strategy:** Develop a lifelong learning product strategy aligned with the University's areas of strength, industry needs, and the region and community we serve. Establish a clear value proposition, sales, partnership, and

marketing channel strategy, and phased growth plan supported by an operating model that assures quality at scale, and revenue growth.

2. **Design and deliver the right education models:** Design industry-driven and market-relevant education models tailored to the needs of the target audience. This includes enhancing speed to market, accessible delivery and support, recognition of prior learning, and flexible tertiary pathways. Drawing upon industry-insights, and learner data, Western will establish an executive education offering that develops the leadership capability required to deliver on the growth potential of the regions we serve.
3. **Facilitate innovation:** Develop a culture of ideation and innovation to test new models, partnerships, and curriculum areas in a structured and measured form, that builds drive scalable offerings, data-driven decisions, and new revenue streams. Position Western as the partner of choice to co-create real-world solutions to skills shortages, work-integrated learning, new models of education, and upskilling needs.
4. **Cultivate continuous connections:** Build and nurture meaningful relationships with learners, alumni, and partners; enabling networks, insights and thought leadership, research reach, career outcomes, mentoring, and guided learning pathways.

Measures of success

- Defined product strategy, value proposition, and revenue model.
- Tailored lifelong learning offering and operational model aligned to industry, community, and learner needs.
- Establish and scale Western's executive education offering, including flexible deliver models and stackable postgraduate pathways.
- Create seamless recognition of prior learning experiences and processes.
- Ideate, measure, and embed new education models, including postgraduate coursework.
- Implement and embed a Customer Relationship Management (CRM) and support model to nurture and support learners, alumni, and partners.

4.4 Strengthening Research Quality

Western recognises the importance of growing research output, quality and revenue as a powerful lever to deliver positive impact in local, regional, and global communities. This strategic priority aims to strengthen Western as a leading research university domestically and globally.

Our Ambition

Western will broaden our global leadership in research excellence by improving the output and quality of our research, reputation and rankings. Western will be the go-to research partner for industry, government and community, delivering impact in areas of local and global importance, investing in communities in which we operate, including in emerging fields such as AgriTech, advanced manufacturing, and robotics. This will be supported by a significant improvement in research income and by ensuring we have the services in place to support excellent research across the University. We will amplify diversified, transdisciplinary research that brings together different schools, institutes and strategic research initiatives into a cohesive research ecosystem. We will nurture our academic staff through research pathways and by building their capacity and capability to ensure we have scale research on the areas of global importance, expanding Western's global reach.

Objectives

1. **Lift research performance:** Drive overall improvement in research performance, with a focus on areas of strength to enhance impact and reputation. Secure recognition for our research excellence through external measures of esteem such as awards, research fellowships, publication in high-impact journals, enhanced citation metrics and increased memberships in prestigious academies.
2. **Strengthen research capacity:** Enhance Western's research capabilities by deepening expertise in priority areas, driving growth in both emerging and established fields. Build capacity and opportunity through researcher development, particularly by supporting increasing numbers of Higher Degree Research students.
3. **Improve research quality and impact:** Increase the societal and scholarly impact of Western's research by raising the quality and influence of published work across disciplines and aligning research with societal needs.
4. **Expand and elevate research partnerships in priority areas:** Grow both the quantity and quality of research collaborations in priority areas, ensuring strategic alignment with industry, community, and government partners. Provide physical and digital infrastructure to facilitate collaboration with industry and disseminate research effectively.
5. **Advocate for our research and researchers externally:** Position Western front-of-mind for partners, government, industry and community.
6. **Foster a transdisciplinary research environment:** Create an integrated, collaborative research ecosystem that rewards transdisciplinary work, celebrates collaborative research success, and seeks funding through schemes supporting transdisciplinary innovation.
7. **Clarify and improve the research ecosystem within Western:** Provide clarity and structure within the research ecosystem by defining the roles and interactions between schools, institutes, centres of excellence and other research centres, and ensure that staff have a sufficient level of support to undertake excellent research.

Measures of success

- Increase research output.
- Increase research quality according to disciplinary-specific measures.
- Increase research income by increasing the total number of quality grant applications (particularly from industry), enhancing our grant success rate.
- Increase research ranking as an institution and across targeted disciplines within multiple ranking systems.
- Improve research citation impact across load bearers and within emerging industries, both locally and globally.
- Increase external recognition of Western's research excellence.
- Increased number of research partnerships in priority areas across local and global contexts.
- Attract and retain leading researchers.
- Implement an integrated and collaborative research ecosystem that blends digital and physical spaces and provides support across Western.

4.5 Forging a Global Impact

Western will forge a global presence to support education, research and collaboration opportunities within international markets to expand Western's positive impact.

Our Ambition

Western will have impact through our network of global campuses and our partnerships with universities, industry, government and community. We will provide a global learning and research environment for students and academics in Australia and globally. We will proactively seek out partnerships that align with and complement Western's areas of research expertise and capabilities. We will invest in research translation and commercialisation.

Objectives

- 1. Provide a leading Western teaching and learning experience for students on all campuses:** Provide students with multi-site learning and curricula that teach future-focused skills and authentic learning experiences supported by digital strategy and investment, and industry partnerships. Deliver global learning opportunities in a 'One University' way that allow students to stay connected to their local community.
- 2. Support increased student mobility across campuses:** Allow students to grow through learning abroad opportunities and multidirectional education pathways (e.g. beginning and ending programs in different locations) that optimise students' learning experiences.
- 3. Attract and support a diverse international community on Sydney campuses:** Increase international student participation from diverse markets and continue to leverage developing technologies to provide flexible learning options and optimise learning experiences for cross-national engagement.
- 4. Support regional growth through research and education partnerships:** Support regional and global economic growth through global industry and research partnerships within and across markets to drive innovation and deliver large-scale capacity building for communities.
- 5. Increase global impact through a global footprint:** Expand global campus enrolments, research translation and commercialisation. Drive innovative research to tackle grand challenges facing global communities.

Measures of success

- Increase student engagement with new multi-site and global learning programs, including study abroad and international entrepreneur programs.
- Increase enrolments from priority international markets.
- Expand enrolments and partnerships in existing international campuses.
- Establish successful offshore campuses.
- Explore viability of expanding existing and establishing new regional TNE campuses.
- Strengthen research partnerships in our region and globally.
- Strengthen research translation.

4.6 Driving Future Industries

Western will continue to focus efforts in growing future industries and ensure that graduates are prepared for the jobs of the future and the potential to start and grow their own enterprises. Western will foster innovation in key areas through its research, strategic partnerships and precincts development and activation, along with industry co-designed and co-delivered education opportunities. Western will develop an intimate understanding of industry challenges and opportunities, promoting and enabling an innovation driven future for the region.

Our Ambition

Western will ignite transformative collaboration, translating research for impact and commercialisation while developing the workforce that will accelerate the economy of Western Sydney and beyond. Western will be a key innovation destination uniting researchers, students, governments and industry through a connected global ecosystem to transform established sectors that will attract investment and forge new capabilities to service growth markets such as space, defence, bio-med, semiconducting, advanced sensing, and clean technologies, establishing the University as a collaborator of choice.

Objectives

- 1. Enhance collaborative research to enable translation and commercialisation:** Align Western's research with the region's future needs and work with industry partners to ensure that research is converted in to benefits for the people, environment and economy of Western Sydney and in the communities we are situated.
- 2. Enable workforce development:** Develop Western's internal workforce and the future workforce of Western Sydney to be leaders in growing sectors.
- 3. Support innovation capacity building:** Develop innovative people able to transform existing industries and cultivate capacity for future new and emerging sectors locally and globally. Western will support Government's sovereign capability agenda.
- 4. Drive innovation and entrepreneurship:** Provide entrepreneurial skills and deliver acceleration programs that enable students and researchers to establish and grow their own startups and spin-out companies.
- 5. Develop a connected ecosystem:** Western's people and assets are a part of an easily accessible global network, facilitated and amplified by digital technology to enable a flow of learning, new ideas, technology, and resources.

Measures of success

- Increase the number of students participating in courses co-designed with industry.
- Open flagship precincts in Bradfield.
- Increase employer satisfaction with Western graduates.
- Ensure Western's people and ecosystem are seen as innovation leaders with industry and government.
- Enhance the quality of industry research collaborations.
- Achieve high research partner income growth.

4.7 Securing Financial Independence

Greater financial independence will allow Western to strategically invest in areas that will enable the success of our students, staff, partners and community. Developments in our sector mean we must have confidence in our resilience to change to remain a trailblazer in higher education.

Our Ambition

Western's financial model is sustainable and resilient to disruption, able to deliver on the university's financial commitments, and short and long-term investment strategies.

Objectives

1. **Grow revenues** through teaching, Transnational Education (TNE), income from corpus, grants (recognising these have a large offsetting cost), strategic partnerships, philanthropy and other means.
2. **Grow our investment income and manage our expenditure and assets judiciously** through strategic and transparent investment and management decisions; including borrowing funds to finance projects that have high up-front costs but will return significant returns. Decisions should be made in line with the university's risk appetite and strategic priorities.
3. **Create a financially sustainable business model** by ensuring a strategic mix of programs and units aligned to industry needs and student demand; a consistent and sustainable teaching model; efficient and effective professional services, effective procurement; and an efficient campus footprint aligned to the programs and units offered.
4. **Ensure rigorous prioritisation, incentivisation and budget allocation** aligned to strategic priorities, and reviews of performance to ensure effective delivery. Effective governance arrangements will maximise efficiency and effectiveness of investments.

Measures of success

- Grow total revenue.
- Ensure a sustainable surplus to cover major investments and strong balance sheet.
- Achieve a surplus from teaching activities.
- Maintain Western's current credit rating status.
- Generate significant investment returns from the corpus.

5 Proposed Core Capabilities

To support the proposed strategic priorities, initial discussions have identified five potential areas to further build capability across the University. These capabilities will be at the core of how Western operates, both for new initiatives, but also through uplifting business-as-usual operations. These proposed capabilities are presented here to test and refine them with students, staff, partners and the community. As you read through each of the priority areas consider the following:

Key questions:

5. How important are each of the proposed capabilities - from critically important to not that important?
6. Are there any other capabilities that we need to consider to deliver on our mission?
7. What are the specific things we need to do to build each of the proposed capabilities?

5.1 Agility

The demands within the higher education sector are dynamic. There are continuous changes in social, economic and political needs and expectations regarding university offerings in both education and research. Western must position itself to reduce friction and embrace changes as they occur to improve and maintain education and research quality.

Our Ambition

Our agile and dynamic approach ensures we can lead and respond to global and local shifts in educational, social, and economic transformations. Western can operate and make decisions with boldness, pragmatism, and a sense of urgency that is reflective of Western Sydney.

Characteristics of this capability:

- 1. Leadership that supports trust, autonomy and innovation:** Western will create a culture that encourages staff to seek out innovative ways of thinking and continually improve the university.
- 2. Effective decision-making governance and efficiency:** Staff are empowered to make bold and ambitious decisions and, where practical, decision-making is delegated downwards to enhance responsiveness.
- 3. Simple and streamlined processes:** Processes are streamlined to remove red tape, improve simplicity, and to minimise the administrative load on our people and organisation.
- 4. Effective and consistent collaboration:** There is clear visibility and communication across the organisation that allows Western to best leverage expertise from across the university to make effective decisions.

Measures of success

- Promote a culture of boldness, innovation and exploration.

- Enhance trust and empowerment to enable staff to work at pace and make bold decisions.
- Speed to adjust to change and speed to market.
- Streamline decision-making and approval governance.
- Enhance cross-university collaboration and knowledge sharing.
- Reduce Time to develop and implement program and subject offerings.

5.2 Digital

Technological, digital and data advancements continue to develop at an increasing rate. These create new methods of teaching and learning as well as research opportunities. Western recognises the importance of harnessing these new opportunities and is committed to advancing its digital capabilities to support its aim of educational and research excellence.

Our Ambition

Western will lead in digital innovation, empowering both students and staff with advanced digital literacy, agency, and autonomy while leveraging digital technology to facilitate industry partnering and connectivity for research and innovation. Western will cultivate a community where students possess the digital capabilities to excel in the future workforce, embodying the principles of digital citizenship. Western will seamlessly integrate digital and physical experiences, ensuring a personalised and immersive learning environment, and a positive on-campus experience. Western will continue to advance digital security, governance, and architecture to support a future-ready academic community.

Objectives

1. **Information management and data literacy**, including searching, browsing, and filtering information; verifying information and data; managing data and information.
2. **Communication and collaboration**, including capabilities in communicating digitally; sharing data via digital means; participating through public and private digital services; collaborating digitally; maintaining appropriate digital conduct; and creating and managing multiple digital identities.
3. **Digital content creation**, including capabilities in developing digital content; integrating and modifying digital content; understanding digital copyright and licenses; creating instructions for computers.
4. **Protection and safety**, including capabilities in protecting devices and digital content; protecting information and privacy; protecting health and well-being (i.e., psychological health issues caused by cyberbullying); protecting the environment by being aware of environmental impacts of digital technologies.
5. **Technical proficiency and problem solving**, including capabilities in managing devices and resolving problems; operating digital devices and tools; innovating with digital tools; learning and developing in digital capabilities and supporting others to improve and upskill.
6. **Artificial intelligence**, including capabilities in leveraging AI tools to enhance learning and problem solving; personalising learning experiences using AI-driven platforms; understanding and applying ethical AI practices in various contexts; developing skills in AI-driven workflow support, data analysis and decision making.
7. **Adaptive digital learning environments**, including making learning materials available via accessible learning management systems; spaces for seamless online and physical teaching; secure digital assessments; redesigned digital learning environments that are AI capable.

Measures of success

- Strengthen information management and data literacy.
- Re-design Western's digital communication architecture.
- Embed digital protection and safety capabilities within Western.
- Embed AI across all domains, including an AI-capable LMS for adaptive learning.
- Establish a high-quality digital learning ecosystem that supports flexible learning opportunities and enables seamless integration between in-person and digital learning modes.
- Develop innovative approaches to engage and share information securely with partners.

5.3 Personalisation

Western Sydney University can enhance its student experience, differentiate its graduates and set itself apart from other institutions by embracing personalisation. This essential capability will underpin our connection to students, staff and industry partners. Greater flexibility, expanded choices, and the ability to adapt to individual student needs at scale will ensure students can build skills that are most useful to adapt and stay head of future industries. Personalisation will help Western do this in a way that works for each student.

Our Ambition

Western aspires to deeply understand our students. We will use data analytics to create personalised, student-centric experiences that address their individual needs. Western will ensure a unified support system, integrating services and resources - both digital and physical - to simplify the student experience. We will create inspiring, tech-enhanced environments that offer on-demand support and guidance, adapting to feedback and evolving needs. By streamlining information and choices, we will provide students with agency whilst ensuring they are set up to make pragmatic decisions. We will equip staff with the systems and tools to deliver personalised education and learning, and we will understand the needs and preferences of our collaborators and industry partners.

Objectives:

1. **Consolidate academic programs and subject offerings** to create clearer educational pathways and improve student engagement.
2. **Enhance student feedback mechanisms** by implementing a real-time platform to improve teaching effectiveness and overall student satisfaction.
3. **Foster strategic partnerships with local and global industry leaders** to offer personalised career development services and real-world experiences.
4. **Refine RPL processes to streamline recognition of prior learning**, enabling smoother transitions and reducing time-to-graduation.
5. **Build a comprehensive data architecture to enable effective data analytics** to determine what students want, what Western should teach and offer and track the student lifecycle to drive improved retention outcomes through proactive support.
6. **Develop adaptive learning environments** that integrate in-person and online teaching, ensuring consistent learning outcomes across teaching modes.

Measures of success

- Increase student satisfaction.
- Increase student retention.
- Refine our program and unit offerings.

- Strengthen the quality of our work integrated learning.
- Establish an effective student lifecycle data architecture.

5.4 People

Western's commitment to people ensures that we invest in and empower our people to drive the university's success and innovation. With the right support, development and incentives people will be informed about and can support the university's overarching mission and strategic priorities.

Our Ambition:

Western's people will have the capability, support and drive to deliver on the university's purpose. Staff will align with Western's idea of excellence, values, community and inclusion agendas. Western will provide staff with the respect and autonomy, growth and development opportunities, and freedom to experiment to allow their potential to flourish. Staff will have adaptive skills and effective leadership to achieve teaching and research excellence to support student success.

Objectives:

- 1. Staff are committed, engaged and striving for collective purpose:** This will be enabled by a free flow of knowledge, support and engagement across Western. Leaders will connect, inspire, enable and recognise their people for good work. Western will enable and ensure respect of individuals and diversity.
- 2. Cultivate a safe and inclusive and workplace:** Western will foster a physically and psychologically safe work environment, through expanded employee support systems, and celebrating the diversity of our people.
- 3. People have connection through role clarity, expectations, development and feedback:** This will be enabled through transparent expectation setting, clear accountabilities, performance measures and feedback systems for academic and professional roles. Leaders will equip their people to remain successful in their current role and become ready for their future career step.
- 4. People confidently demonstrate adaptive skills:** These will equip students, learners and staff with the skills needed to meet evolving industry needs and embrace opportunities offered by digital advancements.
- 5. Continuous growth and development is embedded in all we do:** Western will support individual aspirations to align with university strategic priorities. We will encourage and support collaborative and ongoing research, learning, and professional development within our community.
- 6. Strong culture of engagement:** This will position individuals and teams as the pillars of success in an environment that allows staff to ideate and deliver on bold ideas that align with Western's strategic priorities, supported by leadership.
- 7. Effective people systems and processes:** Western will nurture our people through an engaging and personalised employee lifecycle, with a clear employee value proposition and smooth recruiting and onboarding processes.

Measures of success

- Attraction, promotion, and retention of top talent and diverse workforce.
- Trust and confidence in Leadership with engaged staff.
- Staff experience of safety, systems and culture based on inclusion and belonging.

- Effective working relationships centred on connection, exchange of ideas and communication between people.

5.5 One University

The physical distribution of Western's network across multiple campuses presents challenges in ensuring a consistent student and staff experience, including access to teaching and learning resources, campus engagement and identity with Western. Creating 'One University' is about Western providing consistent and high-quality education, research and collaboration offerings that foster a sense of belonging and equality for students, staff and partners across all its local and global campuses.

Our Ambition

Western will be 'One University' where our students, staff, partners and community share in, and belong to, one connected, high-quality and rewarding Western experience. It should be the same high standard no matter where someone is located, how they work, study or collaborate with us. Our students, staff, and partners will have an experience with us which is consistent and excellent. By delivering the same high level of excellence across the University, we create greater inclusion and a deeper sense of belonging.

Objectives

1. **Strong sense of belonging:** Students, staff, partners and communities at Western feel a strong sense of belonging, and are unified to deliver on Western's mission, vision and values.
2. **Consistent quality:** Western maintains a high level of excellence in all activities, across all communities that Western serves.
3. **Fair access:** All students and staff have fair and equal access to high-quality resources, support, opportunities (including career opportunities) and learning environments from wherever they engage.
4. **Seamless collaboration:** Integration of resources and support enhances collaboration among students, staff and partners at Western.
5. **Effective systems and processes:** Strengthening systems and processes to enhance efficiency, enable informed decision-making and a culture of trust will create consistent and positive experiences for students, staff, partners and communities at Western.
6. **Extended impact:** Enhancing local regions and communities in offshore campus locations through industry collaboration and community partnering.

Measures of success

- Achieve consistently high student and staff satisfaction.
- Developed consistent partner engagement processes.
- Complete strategic program and subject review.
- Each Western campus reflects core university identity and values with local nuances.

5.6 Partnerships

Western recognises the importance of strategic, industry-aligned and collaborative partnerships that deliver mutual benefits to maximise value and ensure sustainability. Partnering will support student success by ensuring education meets future workforce needs by providing students with practical skills and real-world and immersive learning

experiences. Partnerships will also drive research and innovation outputs with effective translation and commercialisation outcomes to grow Western's recognition as a research focused university locally and globally.

Our Ambition

Western will retain and expand partnerships with communities and industries to address global challenges. We will collaborate for a common purpose and to deliver positive impact for partners, students, staff and stakeholders around the world. Working with Western will be straightforward, with a consistent, responsive experience that demonstrates the breadth of expertise across the university.

Objectives

- 1. Engage deeply:** Western will actively listen to, understand and deliver on the needs of partners and Western.
- 2. Strategic value-orientation:** Partnerships will focus on tangible benefits to both partners and Western, enhancing the University's ability to fulfil its mission.
- 3. Internal visibility:** Western has visibility of all partnerships across the university to provide the most relevant expertise to meet their current and future needs. Western has the flexibility to evolve to changing partner needs as they arise.
- 4. Smooth experience:** Engaging with Western is easy for partners. There is a straightforward way to collaborate with Western without over-bearing procedures or multiple contacts. Internal policies and processes are streamlined and partnership management and administration is resourced to enable effective and efficient experiences across education and research partnering activities.

Measures of success

- Establish a strong partnerships pipeline with an ongoing and multi-faceted approach to drive activity across education, research, engagement and co-location opportunities.
- Build clear visibility of existing partnerships across the university and of partner needs.
- Establish a team that provides rapid support to partners and Western staff to set-up and manage partnerships.
- Establish an accountability framework to identify what is and is not working for partners.
- Partners consistently return to Western for future partnerships.

6 Catapults

Key question:

8. What are the most important whole-of-university catapult projects for Western to pursue over the next 5 years?

Following consultation with you, our students, staff, partners, supporters, and community members we will have a clear idea of what Western needs to do to deliver upon our mission. Your input on the proposed strategic priorities and core capabilities will focus us on the key actions we need to take over the next five years.

Western aims to develop several whole-of-university projects to propel us into our next stages of growth and development. These flagship initiatives, called catapult projects will set the university apart from others and define what we stand for. They will enable us to achieve success, as determined by you.

Catapult projects will have their own budgets, business cases and governance arrangements. They will build on our existing strengths, focusing on whole-of-university initiatives such as campus development and driving new areas of innovation.

For example, Western 2035 is an existing project that may be identified as a catapult project for our new strategic plan due to its whole-of-university strategic focus. It intends to identify and drive Western's growth by focusing on campus network configuration and strategic campus alignment, while maintaining unique campus experiences.

We are also already embarking on the journey to create the Indigenous Centre of Excellence, designed to be a nation-leading cultural and educational institution.

Catapult projects such as these will build on our core strengths and enable us to deliver on our mission. Your input will inform where we focus our efforts.

7 Next steps and timeline of development

Our students, staff, partners, and community members have made us who we are today. It is important for you to have a say in the development of our new Strategic Plan.

This Green Paper is the starting point for ongoing consultation. There will be multiple opportunities for you to engage from mid-September to October 2024. These include discussion forums, campus pop-up stalls, town halls, webinars, divisional forums, focus groups and e-updates.

Please visit Western's [website](#) for more details on engagement opportunities.



8 How to provide your feedback

Your input will play a critical role in the development of Western's new strategic plan. You are our greatest asset and Western's continued success relies on your collective voice to inform the University's direction.

Your ideas and feedback will determine whether the proposed vision, strategic priorities and capabilities are right for Western. Your ideas and feedback will inform the things we need to do over the next four years to achieve our collective mission.

To provide your feedback on the ideas presented in this paper, **please complete the survey on our website below before Sunday 13 October 2024.**

<https://www.westernsydney.edu.au/news/strategic-plan>

Following the consultation period, we will refine the direction of the strategic plan and develop a series of actions that will deliver on the things you've told us are most important for Western's success.

We will publish the final strategic plan late this year. It will reflect the input you share with us in response to this paper and other engagements over the next few months.

Thank you for charting a new course with us, together.

A summary of the questions in the survey is provided below.

On the proposed mission and vision:

1. Does this capture what you see as the right vision for WSU? What is most important about the proposed vision?

On the proposed strategic priorities:

2. How important are each of the proposed strategic priorities - from critically important to not that important?
3. Are there any other strategic priorities we need to deliver on our mission?
4. What are the specific things we need to do to deliver each of the proposed priorities?

On the proposed capabilities:

5. How important are each of the proposed capabilities - from critically important to not that important?
6. Are there any other capabilities that we need to consider to deliver on our mission?
7. What are the specific things we need to do to build each of the proposed capabilities?

On the proposed catapult projects:

8. What are the most important whole-of-university catapult projects for Western to pursue over the next 5 years?

On the strategy as a whole:

9. Is there anything else in relation to the University's aspirations or strategy that you wish to comment on?