



RE-IMAGINE 2030

2026–2030 Strategic Plan

Acknowledgement of COUNTRY

With respect for Aboriginal cultural protocol and out of recognition that its campuses occupy their traditional lands, Western Sydney University The College acknowledges the Darug, Gadigal and Dharawal peoples and thanks them for their support of its work on their lands (Greater Western Sydney and beyond).

A message from the CHAIR OF THE BOARD AND THE CHIEF EXECUTIVE OFFICER

The College stands at a defining moment in its evolution. The higher education landscape is changing rapidly shaped by national reform, shifting student expectations, technological disruption, and an increasing imperative to widen participation and improve outcomes. **Re-imagine 2030** sets out how The College will not only respond to this environment, but actively shape the future of education.

As a controlled entity of Western Sydney University, The College plays a critical role in advancing the University's mission and 2030 Strategy. We are a key gateway into higher education, supporting access, aspiration and success for students who might not otherwise enter university, and strengthening the University's contribution to Western Sydney and beyond.

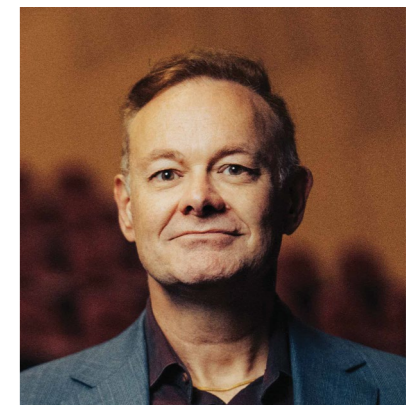
Re-imagine 2030 articulates a clear vision for the next phase of The College's impact and growth, one that is student centred, evidence led and financially sustainable. It positions The College as a leader in future focused education models,

capable of adapting quickly to change while setting the direction for how pathways, enabling programs and professional development can best support student success and workforce needs.

This strategy challenges us to think differently about how we design and deliver education, how we partner with industry and community, and how we support students to thrive in an increasingly complex world. Strategic agility sits at its core, enabling The College to anticipate change, seize opportunity and continuously improve, rather than simply reacting to external pressures.

Importantly, **Re-imagine 2030** is not just a statement of intent—it is a call to action. Its success will depend on collective leadership and the commitment of our staff, partners and stakeholders. Together, we will strengthen The College's role within the University and re-imagine what is possible for our students and our communities.

We thank everyone who contributed to the development of this strategy and look forward to working together to bring it to life.



Mr Glenn Campbell
Chief Executive Officer, The College



Professor Maryanne Dever
Chair, Western Sydney
University Enterprises

Our Mission

Transforming lives through innovative, learner-centred education that empowers individuals to reach their full potential—wherever they are.

Our Purpose

Positive impact.

We create opportunities for people, businesses, and communities to thrive.

By expanding access and fostering capability, we help shape a more equitable, empowered, and future-ready society.

AMBITION

Our ambition is to make learning and opportunity easier to access, enabling people to thrive in a changing world throughout their lifelong journey.

Through innovative, evidence-based education and strong partnerships, we empower individuals and communities, particularly in Western Sydney, to build capability, confidence, and sustainable futures.





VALUES

INNOVATION

- We explore, create and deliver new models of education experiences to meet individual, business, community, and societal needs and expectations.
- We are agile in the ways we work, collaborate, problem solve, and utilise technologies.
- We are bold and challenge the status quo.
- We show leadership and have the courage to stand out.

FAIRNESS

- We champion equality, equity, diversity and inclusion.
- We ensure inclusive, safe and respectful environments.
- We widen participation.
- We promote social cohesion.

EXCELLENCE

- We go above and beyond expectations.
- We empower our people to succeed.
- We recognise and celebrate excellence.
- We deliver excellent teaching, student support and professional services.
- We provide professional growth opportunities for all.

TRUST

- We communicate respectfully and inclusively.
- We support and empower each other.
- We ensure everyone feels valued.
- We consistently meet expectations.
- We create a community of mutual respect without prejudice.
- We act in accordance with our principles and ethics.

COLLABORATION

- We share knowledge openly.
- We value and consider diverse perspectives for decision-making.
- We explore, challenge, and refine ideas together.
- We foster principled and informed open dialogue.
- We communicate honestly and with transparency.

PRIORITIES

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1 STRENGTHENING STUDENT SUCCESS
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2 CHAMPIONING OUR PEOPLE
- 
3 ENHANCING INDIGENOUS OPPORTUNITIES
- 
4 UNLOCKING GLOBAL IMPACT
- 
5 STRENGTHEN WESTERN SYDNEY
- 
6 SECURING SUSTAINABILITY
- 
7 STRENGTHEN STRATEGIC AGILITY

1 STRENGTHENING STUDENT SUCCESS

Students are at the centre of everything we do.

We will provide transformative education for those seeking to attend university for the first time, returning to build their skills, or changing career.

We will deliver innovative experiences across qualifications in higher education, vocational education, and professional development.

We will support every student and learner to have confidence and aspiration to pursue success in their further studies and career.

SUCCESS MEASURE	2024 (BASE)	2030
Student Retention – Diploma and Undergraduate Preparation Programs	40%	80%
Student Retention – Vocational Education and Training and professional development programs	65%	
Student Pass Rate – Diploma and Undergraduate Preparation Programs	70%	80%
Student Pass Rate – English Language Programs	89%	90%
Explicit agreement in overall satisfaction with the quality of the subject	73%	85%
Student Progression to Western – Diploma and Undergraduate Preparation Programs (based on completions)	70%	85%
Student Progression to Western – English Language Programs (based on completions)	75%	



2 CHAMPIONING OUR PEOPLE



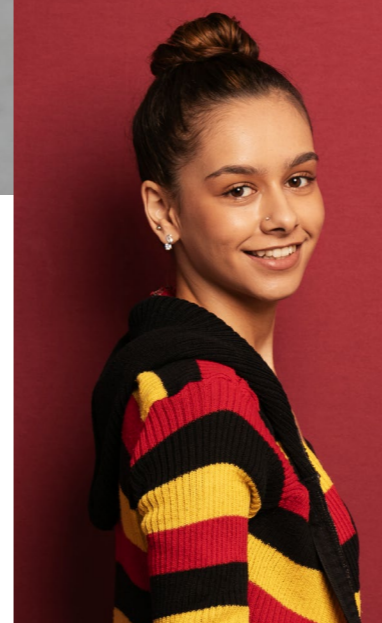
We will celebrate and elevate the contributions of our people by recognising excellence, empowering them with leadership support, autonomy, and meaningful opportunities to thrive.

SUCCESS MEASURE	2024 (BASE)	2030
Staff engagement (staff survey - fixed-term and ongoing staff)	50%	75%
Leadership index (staff survey - fixed-term and ongoing staff)	49%	70%
Learning development index (staff survey - fixed-term and ongoing staff)	49%	75%
Proportion of workforce in student-facing roles (FTE) (ongoing and fixed-term)	58%	60%
Workforce employment cost (as percentage of revenue)	52%	<48%

3 ENHANCING INDIGENOUS OPPORTUNITIES



We will actively attract, support, and advance Indigenous students and staff and foster pathways that strengthen participation and success in higher education.



SUCCESS MEASURE	2024 (BASE)	2030
Proportion of Pathway students who are Indigenous	1.5%	3.2%
Indigenous student retention rate	21%	78%
Number of Indigenous staff	2	5
Number of Ignite traineeships engaged by The College	0	2

4 UNLOCKING GLOBAL IMPACT



We will deliver impactful educational programs aligned to the University's International Strategy.

SUCCESS MEASURE	2024 (BASE)	2030
Enable international enrolments in Pathway Program disciplines not offered by the International College	-	30
Delivery of learning programs at international campuses	India = 0 Indonesia = 0 Vietnam = 1	India = >5 Indonesia = >5 Vietnam = >1

STRENGTHEN WESTERN SYDNEY 5



We partner with government, businesses and communities to deliver education that builds capability, drives social mobility, and strengthens their contribution to a fairer, more inclusive society.



SUCCESS MEASURE	2024 (BASE)	2030
Number of business partnerships formed focused on education for workforce development and social impact	4	70
Strong Net Promoter Score (NPS) indicating high levels of business (client) satisfaction and advocacy	N/A	>50

6 SECURING SUSTAINABILITY



We commit to advancing inclusive, high-quality education and reducing inequalities. We contribute to environmental sustainability by embedding responsible practices that protect our planet for future generations.

SUCCESS MEASURE	2024 (BASE)	2030
Number of students from low socio-economic backgrounds	22%	24%
Percentage of women in senior leadership roles	46.7%	50%
Reduce reliance on paper-based resources	N/A	Printing reduced by 15%

7 STRENGTHEN STRATEGIC AGILITY



We will build and sustain our strategic agility to actively shape our future and strengthen our long-term impact. We will make deliberate and timely choices, aligning capability to shape and support innovation and growth and embed agility into decision-making and execution.

We will continuously recalibrate priorities, invest where it can create the greatest value, and position ourselves to lead in an increasingly complex and competitive environment, while maintaining core performance and compliance.

SUCCESS MEASURE	2024 (BASE)	2030
Number of strategic initiatives mobilised and delivered on time achieving intended outcomes	1	3



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