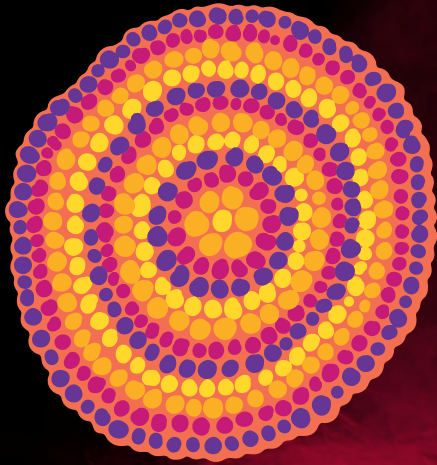


WESTERN SYDNEY
UNIVERSITY



GLOBAL FUTURES STRATEGY 2023–2027



ACKNOWLEDGEMENT OF COUNTRY

With respect for Aboriginal cultural protocol and out of the recognition that its campuses occupy their traditional lands, Western Sydney University acknowledges the Darug, Eora, Dharawal (also referred to as Tharawal) and Wiradjuri peoples and thanks them for their support of its work in their lands (Greater Western Sydney and beyond).





“Global Futures reimagines Western Sydney University’s vision for international education, building on our successes and responding to challenges and opportunities with ambition and integrity.”

Message from the Deputy Vice-Chancellor, Research, Enterprise and International, Professor Deborah Sweeney

BUILDING ON SUCCESS

Since the launch of Global Futures in 2015, Western Sydney University’s (Western’s) international profile has grown significantly in scale, esteem and impact. Within four years of the strategy’s launch, over 8,000 international students from 125 countries were enrolled in Western courses and it achieved the second fastest international enrolment growth among Australian universities¹. Over the same period, the University supported a ten-fold increase in the number of Western students gaining an international experience during their degree. By 2018, over 1,000 Western students were engaging in global learning experiences annually.

The University has risen consistently in major global rankings to secure its place among the top 2% of universities worldwide. In 2022 and 2023, Western was named number one in the world for its social, ecological and economic impact in the Times Higher Education (THE) University Impact Rankings.

CHALLENGES AND OPPORTUNITIES

Economic volatility, a lingering pandemic, climate change and geopolitical tensions present challenges on a global scale. Against this background, digital innovation is transforming all aspects of our lives; climate change research is driving the transition to zero carbon lifestyles and business models; and technology-

infused education is enabling increasingly globalised, flexible and accessible education.

Building on our success and responding to global challenges and opportunities, Western is embarking on an ambitious internationalisation agenda – *Global Futures 2023–2027*.

CHALLENGES AND OPPORTUNITIES

ECONOMIC TRANSFORMATION

Gig economy | Green economy | Work readiness vs entrepreneurship

DIGITAL LEARNING TRANSFORMATION

Greater accessibility | Choice and confusion | Expectation of quality | More providers

GEOPOLITICS

Focus on regional security | Ongoing travel restrictions | Sovereign capability | Supply chain disruption

FOCUS ON SUSTAINABILITY

Institutional commitments to UN SDGs | Global partner alignment | Carbon-impact of international education

GLOBAL COMPETITION

US, UK and Canada recruiting aggressively in our traditional markets | Source markets delivering high-quality education to retain students and attract international students

1. Department of Education Higher Education Statistics





VISION

By 2027 Western Sydney University will be a **world leader for global impact** by building international partnerships that address global challenges and equip our students for global futures.

VALUES

BOLDNESS

We demonstrate boldness when we:

- Create opportunities to take new ideas and curriculum in new modes of delivery to new markets and stakeholders
- Establish a network of international campuses and learning and research hubs
- Ensure research, teaching and learning address the grand challenges of our times
- Mobilise our global alumni community to broaden international horizons and connections.

INTEGRITY

We demonstrate integrity when we:

- Manage our global network of valued education agents, rewarding quality and mitigating risk
- Nurture high-quality global partnerships to share knowledge and build mutual capacity in teaching, research, innovation and entrepreneurship to make a difference
- Embed a culture of commitment to the Education Services for Overseas Students (ESOS) Act, the Simplified Student Visa Framework (SSVF), and Foreign Interference Guidelines, supported by policies, procedures and training.

EXCELLENCE

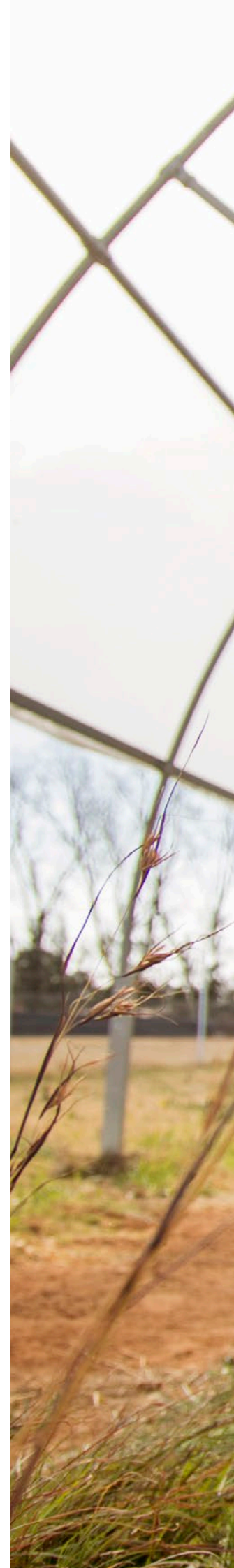
We demonstrate excellence when we:

- Empower our students to understand themselves and others, value life-long learning and contribute to their communities across the world
- Develop research, learning, teaching and entrepreneurship shaped by global perspectives
- Broaden international students' horizons through global entrepreneurship, internships and learning abroad experiences.

FAIRNESS

We demonstrate fairness when we:

- Empower students, alumni and staff to use their skills and knowledge to advance social justice in their workplaces and communities, locally and globally
- Respect and empower our diverse international student, staff and alumni population, enhancing acceptance, respect, understanding and intercultural connections
- Work with our global partners to share learnings in innovative curriculum design and delivery that break down barriers to participation in education
- Collaborate with international research partners to create real-world impact and make a difference to the lives of people around the globe.







PRINCIPLES

SUSTAINABILITY

“We will work to ensure a better quality of life for all, now and in the future, in a just and equitable manner, while living within the limits of supporting ecosystems. We also recognise that to contribute to sustainability more broadly, we must be a sustainable university with both a robust financial position and deep appreciation of our human capital.”

We will:

- Put sustainability at the heart of our partnerships, teaching and learning, research and curriculum development
- Deliver international education and global learning experiences that are environmentally, economically, culturally and socially responsible
- Use resources efficiently and effectively and embrace collaboration technologies that reduce international travel needs.

TRANSFORMATION

“Our transformation endeavours will inspire our students, staff and communities to transform themselves.”

We will:

- Transform curriculum and modes of delivery in response to global market demand and emerging opportunities to address skills gaps
- Adopt digital innovations to transform and personalise the student experience
- Transform the scale of research impact through global partnerships and funding
- Leverage alumni networks to provide overseas internship and work integrated learning opportunities to enhance cultural competencies and develop global citizens.

EQUITY

“We will maintain a long-standing commitment to enhancing the lives of our students, people and communities by promoting fairness, social justice and opportunities for success.”

We will:

- Extend our reach through offshore delivery, providing a quality education to students unable to afford study in Australia
- Embed work integrated learning, career support, entrepreneurship and paid work in curriculum to improve international student graduate outcomes
- Create affordable learning abroad opportunities for domestic and international student cohorts to cultivate student intercultural competence and globally-relevant leadership skills.

CONNECTEDNESS

“We are embedded in the economic, cultural and social growth of the western Sydney region, building a more equitable and sustainable society for our students, staff and communities. We are committed to cultivating mutually beneficial partnerships in our diaspora communities that foster intercultural dialogue and nurture international students to feel at home. The University is connected internally and externally to ensure transparency and to deliver innovation, excellence and quality in all aspects of practice and life.”

We will:

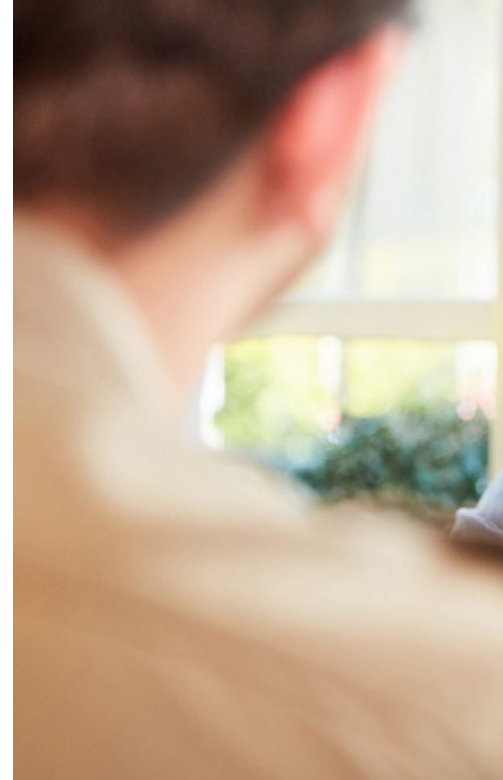
- Connect students from our campuses around the world through innovative peer-to-peer virtual networks
- Connect students with employers, industry networks and alumni to enhance cultural competencies and improve graduate outcomes
- Connect academics with international education and industry partners to co-develop and co-deliver innovative curriculum
- Connect students, staff, academics and alumni to diaspora networks to strengthen mutual connections, build intercultural understanding, enhance global employability and to internationalise research.

OBJECTIVE 1

EMPOWER OUR INTERNATIONAL STUDENTS TO SUCCEED

Western will offer a world-leading global learning journey that equips graduates to realise their ambitions.

1. Leverage digital innovation initiatives to continually improve the international student experience by using data to inform and personalise support throughout the student journey
2. Proactively support international students to succeed academically through sector-leading, technology-enhanced, immersive learning experiences that keep students engaged and committed: Pilot and adopt enhanced virtual learning technologies, collaborative spaces and virtual peer-to-peer learning communities that increase student engagement and retention in hybrid learning. Continually improve early assessment and data-driven, personalised intervention and academic support to improve retention
3. Enhance transition to living and studying at Western through pre-departure in-country events, online resources and accommodation support
4. Continually improve communication with students with personalised support from Western Success, connecting students to the resources, services and people to succeed at each stage of their Western learning
5. Transform the learning experience and broaden student horizons by leveraging industry-infused, technology-enabled curriculum including Postgraduate Curriculum Transformation (PGx)
6. Enhance the innovation and entrepreneurship skills of international students through Innovation Futures
7. Provide opportunities for students' intercultural competencies and Indigenous knowledge to enrich the learning community
8. Support international students to be engaged and active members of the University community through buddy programs, peer mentoring, WESTERNLife student clubs, sports, social events, community dinners, outings, networking and volunteering
9. Enhance support for international higher degree research students and build strong community, industry and academic networks to prepare for successful research and professional careers
10. Strengthen international student career services to support students to find work, enhancing skills, networks and confidence. Embed work integrated learning, entrepreneurship and paid internships in curriculum and learning abroad experiences to close the gap between international and domestic graduate outcomes
11. Build Western's international alumni ecosystem to support mentoring, internship and employment opportunities for international and domestic students
12. Connect students and academics to multicultural communities and professional networks to build social connection, intercultural competency and enhance global employability.





TARGET 2027

T1.1	International student overall satisfaction levels exceed national average
T1.2	International student retention rate exceeds national average
T1.3	International undergraduate full-time employment rate exceeds national average

ALIGNED WESTERN STRATEGIES AND INITIATIVES

- Digital Acceleration
- Postgraduate Curriculum Transformation (PGx)
- Innovation Futures
- Graduate Employability
- Academic Literacy and Integrity
- STEM Decadal Strategy
- Sustainability and Resilience Decadal Strategy
- Western Health Decadal Strategy
- Western Sydney Creative Decadal Strategy
- Transition and Retention Strategy
- Engaged Teaching
- Technology Enabled Learning Strategy

STUDENT SUCCESS SPOTLIGHT:

2022 NSW INTERNATIONAL STUDENT OF THE YEAR

“The experience here has been really great – I feel blessed to have the opportunity to study at Western. The University really embraces and celebrates different cultures, including Indigenous cultures. I’ve learned so much and I hope to take these experiences back to Indonesia with me.”

Jennifer Budimulia, Indonesia
2nd year Doctor of Medicine, School of Medicine

A passion for helping others and advocating for better mental health has seen Jennifer Budimulia win the 2022 International Student of the Year Award (Higher Education Category). The awards are an initiative of the NSW Government to showcase the outstanding contributions that international students make to the communities of NSW and celebrate excellence in international student community engagement.

Along with her studies in the Doctor of Medicine at Western, Jennifer is busy with her work building a community-based mental health organisation for Indonesians called ‘Seribu Tujuan’. It supports members of the Indonesian community dealing with mental health issues through education, prevention and treatment.

Jennifer said Seribu Tujuan was established four years ago as a way to reach out to Indonesian friends who were also studying in Australia, helping them with any issues they might be experiencing and providing support. It has since expanded to Indonesia as well as helping to connect members of the Indonesian community around the world.

“I am really passionate about raising awareness of the importance of quality mental healthcare, particularly around breaking down the stigma surrounding this topic,” said Jennifer.

“I’ve always been interested in medicine, but my interest in mental health really only started since I’ve been in Australia. Through my own experiences I’ve learned more about mental health and how important it is to overall health and wellbeing. I want to take what I’ve learned back to Indonesia and really make a difference in the healthcare landscape there.”

Jennifer said her goal is to grow Seribu Tujuan and plans to continue her psychiatry training once she completes her degree so she can take a more hands-on approach to developing solutions for mental healthcare.

Jennifer chose to study abroad to experience and learn about the healthcare system in Australia, and said she has been loving her time at Western Sydney University.

“Passionate students like Jennifer are a wonderful example of the incredibly diverse and vibrant international student community we have at Western Sydney University – highly-engaged and actively making a difference in their communities.”

Professor Deborah Sweeney, Deputy Vice-Chancellor, Research, Enterprise and International



NSW
2022
NSW International
Student of the Year Award
Higher Education
Jennifer Budimarta
Western Sydney University
Winner



OBJECTIVE 2

CREATE GLOBAL PARTNERSHIPS WITH IMPACT

Western will connect students and researchers from around the world with peers, educators and industry.

1. Establish transnational education operations in strategic locations
2. Collaborate with international research partners to address sustainable development challenges
3. Build new articulation partnerships to diversify Western's student profile and scale-up partnership-based recruitment through a tiered program of engagement and incentives with partners
4. Develop partnerships including with governments, industry and NGOs that support the global delivery of short courses and microcredentials at scale
5. Promote research collaborations that support higher degree research enrolment growth and strengthen Western's profile among institutions and influencers in strategic and emerging markets (rankings impact)
6. Connect partners, alumni, students and staff with international entrepreneurship initiatives and support development of a global Launch Pad network
7. Create partnerships that connect our Indigenous staff and students with Indigenous communities globally
8. Develop and enhance international partnerships with The College and International College leveraging innovative pathways curriculum
9. Develop and enhance innovation partnerships to facilitate access to technology, talent, investment and markets for Launch Pad supported network of start-up and high growth SME companies
10. Staff and researcher exchanges and visiting fellowship programs contribute to multi-dimensional partnerships across research, learning and teaching, curriculum development, entrepreneurship, industry and community engagement
11. Build a vibrant global alumni network of life-long learners and mentors, connecting students, researchers and graduates from around the world in productive, mutually-beneficial relationships.

TARGET 2027

T2.1	TNE partnerships generate 6,500 offshore enrolments
T2.2	400 enrolled international students are recruited via articulation arrangements
T2.3	Five (5) partnerships support collaborations between Indigenous communities

ALIGNED WESTERN STRATEGIES AND INITIATIVES

- Third-Party Providers
- Digital Acceleration
- Postgraduate Curriculum Transformation (PGx)
- Innovation Futures
- Indigenous Strategy
- STEM Decadal Strategy
- Sustainability and Resilience Decadal Strategy
- Engaged Teaching

GLOBAL PARTNERSHIPS CASE STUDY:

VIETNAM CAMPUS

UNIVERSITY OF ECONOMICS, HO CHI MINH CITY (UEH)

“I am currently studying International Business at UEH-WSU. The University provides me with a high standard education with much discussion, team work, critical thinking and challenging case study which can be applied in the business world. I believe that UEH-WSU business program is a great fit for students from around the globe who are interested in business.”

Nant Smile Lin Htut, current student

The Western Sydney University and the University of Economics, Ho Chi Minh City (UEH) Vietnam campus connection sets us apart from the rest as an eminent higher education provider within the ASEAN Hub, striving to be a key intellectual driver of the region's social and economic development.

Western Sydney University's offshore Vietnam campus strives to be a leading institution within the ASEAN Hub, delivering programs and engagement activities across the education spectrum. The University also endeavours to be a university of choice for multinational corporations and large enterprises across the Vietnamese professional community.

To enhance the learning experience for both Western and UEH students, the partnership provides opportunities for students to expand on their study and career goals by encouraging onshore and offshore study through study abroad programs, industry internships, mobility programs, short study tours, leadership training, community and social engagement activities, and cultural immersion initiatives.

The University currently offers the Bachelor of Business, Bachelor of Communications, Bachelor of Applied Data Science and Master of Business Administration programs at the Vietnam campus. Students have the opportunity to study in either Vietnam or Australia and to customise study plans to complete degrees granted by Western.

SUPPORTING STUDENTS FROM MYANMAR-THAI BORDER REFUGEE CAMPS

In March 2019, a trilateral partnership was established between Western Sydney University, UEH and the Institute of International Education (IIE). Through this collaboration, the institutions support study opportunities for academically talented Myanmar refugee students living on the Myanmar-Thailand border.

Since 2019, seven Myanmar refugees in Thailand have received scholarships to study a Western Sydney University degree at the Vietnam campus.

Western Sydney University will lift the support from 2023 to provide more scholarship places for refugee students from the region to study at the Vietnam campus.

“I am truly proud to be able to study WSU's international program at ISB-UEH. Studying abroad is very enjoyable. I met lots of foreigners and was able to make friends as well as got the opportunity to attend a conference in Canada. Last but not least, I am excited to continue my education in this business field, and I believe that someday I will be able to promote my community to the level that I am dreaming of.”

Naw Ngwe Yee Win (Silver),
Vietnam campus
Myanmar refugee scholarship recipient

“Our Vietnam campus plays a crucial role in providing a highly-skilled, locally and internationally knowledgeable and talented pool of graduates to meet the strong growth expected for the ASEAN Hub region and internationally.”

Professor Yi-Chen Lan, Pro Vice-Chancellor, Global Engagement Provost, Vietnam campus



OBJECTIVE 3

DIVERSIFY OUR INTERNATIONAL STUDENT POPULATION

Western will leverage its global profile to create a larger and more diverse international student population, enhancing intercultural connections and sustaining success.

1. Increase the proportion of international students from underrepresented markets and courses to address concentration risk
2. Use automation to improve lead, application, offer and accept conversion rates
3. Expand recruitment and marketing activities, including digital campaigns, in South Asia and South-East Asia
4. Expand recruitment and marketing activities in secondary schools
5. Expand offshore recruitment and partnership hubs to cost-effectively support agent and articulation partnerships, utilising in-country expertise to maximise recruitment
6. Grow market share through strategic initiatives with third-party providers and partners, including Western Sydney University International College and Sydney City Campus, to support recruitment
7. Grow market share by improving graduate work readiness via placements and work opportunities to attract students
8. Leverage short programs and microcredentials to build reputation and attract students into full-fee paying programs
9. Expand student ambassador opportunities and alumni networks to support recruitment and digital marketing initiatives
10. Leverage our SDG footprint to build partnerships that support research and recruitment
11. Develop real-time international recruitment dashboards to inform marketing and conversion strategies and improve information sharing across the University.

TARGET 2027

T3.1	50% of international commencements are drawn from outside Western's top three (3) source recruitment markets
T3.2	International students headcount commencements (undergraduate, postgraduate and research) reach 4,300
T3.3	Total international student tuition revenue reaches \$217 million

ALIGNED WESTERN STRATEGIES AND INITIATIVES

- Transition and Retention Strategy
- Graduate Employability
- Destination College
- Third-Party Providers



OBJECTIVE 4

EMBED GLOBAL EXPERIENCES IN EVERY STUDENT'S JOURNEY

Learning abroad will be an integral part of the student experience at Western.

1. Implement a learning abroad framework that diversifies program options and enables Western students to access learning experiences across the globe with a strategic focus on Asia and the Pacific
2. Build capacity (staffing, resourcing, structures) for growth in learning abroad participation
3. Implement a Learning Abroad Program development fund to stimulate and support programs that align with SDGs
4. Integrate an International Leadership Development Program that promotes and rewards learning abroad participation. Enhance and integrate The Academy's Global Experiences
5. Identify and address barriers (real and perceived) to learning abroad participation in underrepresented disciplines
6. Improve learning abroad participation by Indigenous students, low SES and first-in-family university students through targeted initiatives
7. Leverage Western's transnational partnerships to deliver new forms of collaborative learning abroad programming
8. Embed Collaborative Online International Learning (COIL) and other forms of internationalisation-at-home in all disciplines
9. Provide learning abroad opportunities with TNE campuses and articulation partners, with industry and entrepreneurship hubs to create global citizens
10. Build on Western's Go Global branding to improve learning abroad awareness among current and prospective Western students, inspire confidence and increase overall learning abroad participation.

TARGET 2027

T4.1	25% of the Western domestic undergraduate graduating cohort participate in a learning abroad experience
T4.2	Participation rates for undergraduate low SES, first-in-family, Indigenous and rural/remote students, exceed the national average

ALIGNED WESTERN STRATEGIES AND INITIATIVES

- Digital Acceleration
- Staff/Student Partnership
- Indigenous Strategy
- Transition and Retention Strategy
- Graduate Employability
- STEM Decadal Strategy
- Sustainability and Resilience Decadal Strategy



LEARNING ABROAD EXPERIENCES

“We live in a global society, so learning abroad and being connected is very important. Also, being able to apply your learning and develop your career on a global scale improves your employability.

I wanted to meet other people in my field on the other side of the world. I wanted to be encouraged and inspired about the career path I was taking and compete with brilliant minds at a world class university. I wanted to make new friends with different views, different ways of doing things. There’s so many reasons to undertake a learning abroad experience!

My learning abroad experience has and will continue to help me build a career in the legal industry. As we increasingly become more globally connected, employers

ask for examples of how are you are globally minded. Also, many companies have global offices or partners, so understanding certain culture and customs is important.

Study Abroad or virtual programs are a great topic to talk about in interviews and show that you are ready to challenge yourself and are aware of the world around you.

I feel like I have more direction of where I want to go in my career and the values I want to portray as a professional in the legal industry. I have memories I’ll carry forever.”

Claire Bellamy
Bachelor of Laws/
Bachelor of Social Science
Graduate 2020

Six month learning abroad experience
Universidad Nacional de Lanus
Buenos Aires, Argentina

Solicitor, NSW Department of
Communities and Justice





In 2022, a group of seven Indigenous Western students flew to Taiwan on a trip of a lifetime. The group were the first ever Indigenous Australia group to travel overseas with the assistance of funding from the New Colombo Plan.

The group participated in a Sustainable Development Goals (SDG) study mission and a joint Taiwan and Australian summit at Taipei Medical University where they worked to deliver a SDG pitch project. They also participated in a cultural immersion program hosted by National Dong Hwa University and enjoyed learning about Taiwan Indigenous culture, safety, governance and transformational justice to name a few topics.

Courtney Miller, an Indigenous Western student from the group said she was very grateful to have been given the opportunity to finish 2022 with an overseas trip to remember and cherish forever.

“Never did I imagine that throughout my university journey I would be offered to participate in such an amazing opportunity. All the events allowed us to work collaboratively with numerous universities across Taiwan, who welcomed us openly.

What a beautiful culture the people of Taiwan have! I feel privileged to have been able to experience and gain knowledge of the way in which they practise their ways and celebrate their culture.

Throughout the trip we were exposed to both the western and Indigenous cultures of Taiwan. Being of Australian Indigenous descent, I found it particularly interesting to learn how similar the Indigenous peoples of Australia and Taiwan are. Similarities are highlighted within the impacts of colonisation, language and language revitalisation, storytelling and ceremonies with traditional dancing and singing,” said Courtney.

OBJECTIVE 5

DEVELOP INNOVATIVE, FLEXIBLE, GLOBALISED CURRICULUM

Western connects academics, students, communities and international partners to co-develop qualifications and work-embedded learning opportunities that address emerging skills needs and equip students for a global future.

1. Develop curriculum informed by global collaborations with strategic industry community, government and education partners
2. Expand joint teaching appointments with valued partners to foster cross-cultural curriculum innovation and a suite of co-credentialled courses that support student and staff mobility
3. Deliver innovative, flexible, globalised curriculum offshore leveraging University strategic initiatives including PGx, Digital Acceleration, Destination College, and Innovation Futures
4. Increase international student participation in Curriculum Partnerships, including with international partners
5. Extend the global reach and influence of our academics through curriculum co-design and co-delivery
6. Develop and deliver cost effective, high-impact entrepreneurship training to foster collaborative partnerships and innovation ecosystem networks
7. Create opportunities for Indigenous staff and students to connect with Indigenous communities globally through partnership pedagogy
8. Leverage the intellectual and intercultural capital of international and domestic students including students returning from global learning experiences
9. Identify, champion, network and resource staff developing globalised curriculum
10. Expand embedded work integrated learning opportunities in curriculum to improve student engagement, retention and employability.

TARGET 2027

- | | |
|------|---|
| T5.1 | International partnership pedagogy is embedded across degrees with 10 subjects co-created or co-credentialled with international partners |
| T5.2 | Entrepreneurship training supports the development of nine (9) international partnerships |

ALIGNED WESTERN STRATEGIES AND INITIATIVES

- | | |
|--|--|
| → Digital Acceleration | → Western Health Decadal Strategy |
| → Postgraduate Curriculum Transformation (PGx) | → Western Sydney Creative Decadal Strategy |
| → Innovation Futures | → Transition and Retention Strategy |
| → Indigenous Strategy | → Graduate Employability |
| → Staff/Student Partnership | → Academic Literacy and Integrity |
| → STEM Decadal Strategy | → Engaged Teaching |
| → Sustainability and Resilience Decadal Strategy | → Technology Enabled Learning Strategy |





TARGETS AGAINST MEASURES

OBJECTIVE 1

EMPOWER OUR INTERNATIONAL STUDENTS TO SUCCEED

Western will offer a world-leading global journey that equips graduates to realise their ambitions.

	MEASURE	SOURCE	BASELINE	MID-CYCLE	TARGET 2027	SUSTAINING SUCCESS MEASURE
T1.1	Increase international student overall satisfaction levels	International Student Barometer	Above national average by 1% (2018)	Exceed national average by 2%	Exceed national average by 3%	M1, M8
T1.2	Improve our international student retention rate	DESE Attrition, Success and Retention Rates	Below national average by 3.3% (2018)	Meet national average	Exceed national average	M1, M7
T1.3	International undergraduate graduates full-time employment rate	QILT International Graduate Outcomes Survey	Above national average by 2.7% (2022)	Exceed national average by 3.5%	Exceed national average by 4.5%	M1, M7

TARGETS AGAINST MEASURES

OBJECTIVE 2

CREATE GLOBAL PARTNERSHIPS WITH IMPACT

Western will connect students and researchers from around the world with peers, educators and industry.

	MEASURE	METHOD/ SOURCE	BASELINE	MID-CYCLE	TARGET	SUSTAINING SUCCESS MEASURE
T2.1	Increase TNE enrolments	Number of TNE enrolments	2,500 (2022)	3,200	6,500	M1, M3, M6
T2.2	Increase the number of international students recruited through articulation arrangements	Number of enrolments	65 (2022)	200	400	M3
T2.3	Expand international partnerships to support collaborations between Indigenous communities	Number of established partnerships	3	4	5	M4, M6

OBJECTIVE 3

DIVERSIFY OUR INTERNATIONAL STUDENT POPULATION

Western will leverage its global profile to create a larger and more diverse international student population, enhancing intercultural connections and sustaining success.

	MEASURE	SOURCE	BASELINE	MID-CYCLE	TARGET	SUSTAINING SUCCESS MEASURE
T3.1	Increase the proportion of commencements from outside of Western's top three (3) source recruitment markets	Proportion of commencements recruited outside Western's top three (3) source recruitment markets	40% (2022)	45%	50%	M1, M3, M7
T3.2	Increase the number of international student commencements every year (HDR, PG, UG)	International student recruitment commencements (headcount)	3,013 (2022)	3,800	4,400	M3, M7
T3.3	Increase total onshore international student tuition revenue every year (total continuing and commencing)	International student total revenue	\$143m (2022)	\$173m	\$217m	M3, M7

OBJECTIVE 4

EMBED GLOBAL EXPERIENCES IN EVERY STUDENT'S JOURNEY

Learning abroad will be an integral part of the student experience at Western.

	MEASURE	SOURCE	BASELINE	MID-CYCLE	TARGET	SUSTAINING SUCCESS MEASURE
T4.1	Increase Western undergraduate domestic learning abroad participation rates	Number of undergraduate students participating in a learning abroad experience as a proportion of the WSU undergraduate cohort	15% of undergraduate graduating domestic cohort	15% of undergraduate graduating domestic cohort*	25% of undergraduate graduating domestic cohort	M1, M7, M8
T4.2	Improve participation rates for undergraduate low SES, first-in-family, Indigenous and regional/remote students*	Australian Universities International Director's Forum, (AUIDF) Learning Abroad Survey, i-graduate	<p>Low SES 9% below national average</p> <p>First-in-Family 3% below national average</p> <p>Indigenous 5% above national average</p> <p>Regional/Remote Students 3% above national average</p>	Meet national average	Exceed national average	M4, M7, M8

*The COVID-19 pandemic has significantly disrupted international student mobility. Target measures factor in a slow pace of recovery until 2025 as anticipated by the sector.



OBJECTIVE 5

DEVELOP INNOVATIVE, FLEXIBLE, GLOBALISED CURRICULUM

Western connects academics, students, communities and international partners to co-develop qualifications and work-embedded learning opportunities that address emerging skills needs and equip students for a global future.

	MEASURE	SOURCE	BASELINE	MID-CYCLE	TARGET	SUSTAINING SUCCESS MEASURE
T5.1	Increase the number of subjects that are co-created and co-credentialled with international partners	Number of subjects co-created with international partners	New	5	10	M1, M10
T5.2	Entrepreneurship training supports the development of international partnerships	Number of partnerships to be supported	New	6	9	M1, M10

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