

WESTERN SYDNEY

UNIVERSITY



BOARD OF TRUSTEES

Minutes of meeting 2025/5 of the Board of Trustees of Western Sydney University, held at 1.00pm, Wednesday, 3 December 2025 in Boardroom 1, The Chancellery, Level 2, Barney Glover Building, Parramatta South campus and Zoom.

Present:

Members present in Boardroom 1

Professor Jennifer Westacott AC, Chair and Chancellor
Distinguished Professor George Williams AO, Vice-Chancellor and President
Ms Elizabeth Dibbs, Deputy Chancellor
Ms Kerry Stubbs, Deputy Chancellor
Mr Lee Pinder, Pro-Chancellor
Ms Gabrielle Trainor AO, Pro-Chancellor
Dr Linda O'Brien AM, Pro-Chancellor
Dr Amanda Larkin
Ms Georgia Lee
Mr Brendan Thomas
Mr Doug Taylor
Mr Leslie Cowles
Professor Alison Downham Moore
Ms Lisa Hanlon

Board member in attendance via Zoom

Professor Robert Mailhamer, Chair of Academic Senate
Miss Swetha Kumar

Apologies:

Mr Simon Hickey

Professor Geoff Lee, Deputy Vice-Chancellor, Western Sydney and External Engagement

In Attendance:

Professor Deborah Sweeney, Provost

Mr Bill Parasiris, Chief Operating Officer

Professor Kevin Dunn, Deputy Vice-Chancellor, Academic Transformation

Professor Michelle Trudgett, Deputy Vice-Chancellor, Indigenous Leadership

Professor Maryanne Dever, Deputy Vice-Chancellor, Education and Students

Professor Ian Anderson, Pro Vice-Chancellor, Research and Enterprise

Mr Mario Milanovic, Acting Chief Financial Officer

Mr Philip Maloney, General Counsel and University Secretary

Ms Elisabeth Burn, Chief Audit and Risk Officer

Ms Sharmaine Gewohn, Chief of Staff

Ms Stefanie Balogh, Executive Director, Strategic Communications

Ms Christine Sharpe, Executive Governance Officer (minutes)

Ms Elisa Cristallo, Administration Officer (meeting support)

In attendance for Item 2.2.1:

Ms Sally Woodward, PwC
Mr Thomas Hagglund, PwC
Mr Brett Rutherford, PwC
Mr Scott Granelli, Program Director, Pay Confidence, WSU

In attendance for Item 2.2.2:

Ms Bianca Jordaan, Chief Information Officer
Mr Ben Wise, Chief Information and Security Officer
Ms Johanna Williamson, Program Director, Cyber Resilience

In attendance for Item 2.2.3:

Ms Cherie Diaz, Executive Director, Education Innovation

In attendance for Item 2.2.5:

Professor Brian Stout, Pro Vice-Chancellor, Learning and Teaching
Professor Cath Ellis, Pro Vice-Chancellor, Quality and Integrity

In attendance for Item 2.2.6:

Ms Charmaine Marlow, Director, Alumni and Employer Collaboration

In attendance for Item 3.1:

Ms Julia Haremza, Associate Director, Risk and Resilience

1. OPENING AND PROCEDURAL MATTERS

1.1 Welcome

The Chair declared the meeting open, confirmed a quorum and welcomed members and observers.

The Chair advised that this is the last meeting for Deputy Chancellor, Elizabeth Dibbs, Deputy Chancellor, Kerry Stubbs, Pro-Chancellor, Mr Lee Pinder, Mr Leslie Cowles and Miss Swetha Kumar and thanked each member for their contribution to the Board and the University.

1.2 Acknowledgement of Country

Dr Amanda Larkin gave an Acknowledgement of Country.

1.3 Apologies

Apologies were noted from Mr Simon Hickey and Professor Geoff Lee, Deputy Vice-Chancellor, Western Sydney and External Engagement.

1.4 Declarations of Material Interests

The Chair invited Board members to declare any new material interests in relation to matters on the agenda or their role on the Board more generally.

Pro-Chancellor Trainor advised that she is the Chair of the Family Office of the Albert Family.

1.5 Confirmation of Minutes

The General Counsel and University Secretary advised the Board that there was a change to the Honorary Award for Ms Sarah Hooper from contribution to Australian diplomacy, gender equality and to Western Sydney University to Australian diplomacy, the Australia-Vietnam partnership and to Western Sydney University as she was not involved in the program specifically on gender equality that was highlighted in her original application.

Resolution

The Board of Trustees approved the minutes and confidential minutes of its 12 September 2025 meeting.

[03/12/2025:1]

1.6 Action Sheets from Previous Meetings

The Board noted the actions taken on the items listed. The Chancellor advised the Board that there will be a comprehensive update on Artificial Intelligence at the February meeting.

1.7 Starring of Items and Arrangement of Business

The following items were identified for discussion in the meeting: 1, 2.1, 2.1.1, 2.1.2, 2.2, 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5, 2.2.6, 2.3, 3.1, 3.2, 3.3, 6.1, 6.2, 6.3 and 6.4.

Resolution

The Board of Trustees resolved to approve all unstarred items as having been considered and noted, and their respective recommendations as adopted.

[03/12/2025:2]

2. REPORTS

2.1 Chancellor's Report [Open Session Item]

The Chancellor spoke to the following matters:

- *Vietnam* – the campus is going well, with good returns. Retention is high, at 99% for undergraduate students and 95% for postgraduate students. The recent graduation round was successful, with over 500 students graduating.
- *Surabaya* – the Pro Vice-Chancellor, Global Partnerships and Transnational Education has done a great job as Provost, with 67 undergraduate students enrolled at the Surabaya campus, and another 75 students enrolled for the next intake. The Board was advised that the University remains confident that the rate of growth will continue to increase. The MBA program is operational, with recruitment currently underway. The Chancellor further advised that a masterclass was conducted with the Vice Governor on establishing a start-up.
- *Graduations* – Two graduations will be held on 16 December 2025, one for the School of Medicine where Jess Fox will receive her Honorary Doctorate, and the second will be a private ceremony for Mr Harry Triguboff AO.
- *Annual Expo Night* – a great night to showcase the University, with a number of donors in attendance. The University is looking at how to better promote this event.
- *Annual Golf Day* – a successful event with \$120,000 raised for the Badanami Futures Fund, to help Indigenous students succeed at the University.
- *Regulatory matters* – the regulatory environment remains uncertain.

- *Industry Engagement* –The Board was advised of an opportunity to co-locate with a major corporation, who will take students for internships. The Board was advised that there will be an update on industry engagement in 2026.
- The Chancellor reflected on 2025, noting that the University concluded the year in a stronger position than it began. The Chancellor expressed appreciation to the Vice-Chancellor for achieving a breakeven financial position. It was further noted that the University's reputation has remained intact. The Chancellor outlined opportunities for 2026, including (a) implementation of the Strategic Plan, Western 2030, (b) development of the Centre of Indigenous Excellence, and (c) advancement of philanthropic initiatives.

The Deputy Vice-Chancellor, Indigenous Leadership provided an update on the Centre of Indigenous Excellence and advised the Board that approximately 10 Indigenous students graduated during the recent round of graduation ceremonies.

2.1.1 Vice-Chancellor's Performance Plan [Closed Session Item]

This item was considered in closed session.

2.1.2 ECUG Review [Closed Session Item]

This item was considered in closed session.

2.2 Vice-Chancellor's Updates [Closed Session Item]

This item was considered in closed session.

2.2.1 Pay Confidence Program Update [Closed Session Item]

This item was considered in closed session.

2.2.2 Cyber Security Update [Closed Session Item]

This item was considered in closed session.

2.2.3 Educational Initiatives Update [Closed Session Item]

This item was considered in closed session.

2.2.4 Quality Indicators in Learning and Teaching (QILT) Results Update [Closed Session Item]

This item was considered in closed session.

2.2.5 The IA Approach to Assessment [Closed Session Item]

This item was considered in closed session.

2.2.6 Alumni Engagement Strategy 2025-2030 [Closed Session Item]

This item was considered in closed session.

2.3 Academic Senate Report [Open Session Item]

The Chair of Academic Senate spoke to aspects of his report, including the evaluation of the Engaged Teaching Project, revised Academic Capabilities Framework and the 2026-2030 Indigenous Strategy.

3. MATTERS FOR APPROVAL

3.1 Risk Appetite Statement [Closed Session Item]

This item was considered in closed session.

3.2 2025 Forecast and 2026-2028 Budget [Closed Session Item]

This item was considered in closed session.

3.3 Gender-Based Violence (GBV) Prevention and Response Plan and Outcomes Framework [Closed Session Item]

This item was considered in closed session.

3.4 WSU India Campus – Proposed Entity Model [Closed Session Item]

This item was considered in closed session.

3.5 Year in Review and 2026 Annual Operational Plan [Closed Session Item]

This item was considered in closed session.

3.6 2026-2030 Indigenous Strategy [Open Session Item]

The Board approved the recommendation without discussion.

Resolution:

The Board of Trustees approved the 2026-2030 Indigenous Strategy.

[03/12/2025:9]

3.7 Purpose Built Student Accommodation Development [Closed Session Item]

This item was considered in closed session.

3.8 203-213 Victoria Road Acquisitions [Closed Session Item]

This item was considered in closed session.

3.9 Hawkesbury Campus Easement – Richmond Agricultural Centre [Closed Session Item]

This item was considered in closed session.

3.10 Uses of the University Seal [Open Session Item]

The Board approved the recommendation without discussion.

Resolution:

The Board of Trustees approved the affixing of the University Seal to those documents listed in the attached report, pursuant to the *Western Sydney University (University Seal and Authentication) Rule 2021*.

[03/12/2025:13]

4. STANDARD REPORTS

4.1 Workforce Profile Report [Closed Session Item]

This item was considered in closed session.

4.2 Legal Risk Report—Privileged and Confidential [Closed Session Item]

This item was considered in closed session.

5. MATTERS FOR NOTING

5.1 Board Elections Update [Open Session Item]

The Board noted the report without discussion.

5.2 Board of Trustees 2026 Forward Program [Open Session Item]

The Board noted the 2026 Forward Program without discussion.

5.3 Annual TEQSA Risk Assessment [Closed Session Item]

This item was considered in closed session.

5.4 TEQSA Re-registration Action Plan and Self-Assurance Cycle [Closed Session Item]

This item was considered in closed session.

5.5 Changes to the Delegation of Authority Policy Schedules [Closed Session Item]

This item was considered in closed session.

5.6 2026 WSU Events Calendar [Open Session Item]

The Board noted the WSU Events Calendar without discussion.

6. BOARD COMMITTEES AND ADVISORY BODIES

6.1 Audit and Risk Committee [Closed Session Item]

This item was considered in closed session.

6.2 Cyber and Information Technology Committee [Closed Session Item]

This item was considered in closed session.

6.3 Finance and Investment Committee [Closed Session Item]

This item was considered in closed session.

6.4 People and Culture Committee [Closed Session Item]

This item was considered in closed session.

7. ANY OTHER BUSINESS

There was no other business noted.

8. NEXT MEETING

The next meeting of the Board will be held on Tuesday 17 February 2026 at 9.00am in Boardroom 1, The Chancellery, Barney Glover Building, Level 2, Parramatta South campus.

Confirmed by:
(Chair)



Date:

17 Feb. 2026