

**WESTERN SYDNEY**  
UNIVERSITY



ANNUAL REPORT  
2022



**The Year in Review**

Volume 1





## ANNUAL REPORT 2022

Western Sydney University's 2022 Annual Report has been produced in a two-volume set: Volume 1, "The Year in Review", contains statutory reports, while Volume 2, "Financial Statements", contains the financial statements of the University and related entities.

The cost of production of the Annual Report 2022 was \$315.70.

The University Annual Reports are also available via the Internet and can be found on our website at [westernsydney.edu.au/about\\_uws/leadership/governance](https://westernsydney.edu.au/about_uws/leadership/governance)

### 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).

## LETTER OF SUBMISSION

30 April 2023

Dear Minister,

The Board of Trustees of Western Sydney University is pleased to submit the Annual Report of the proceedings of the University and its audited Financial Statements for the year ended 31 December 2022 for your presentation to the New South Wales Parliament.

The Annual Report and Financial Statements have been prepared and submitted per the Annual Reports (Statutory Bodies) Act 1984 and the Government Sector Audit Act 1983.

Yours sincerely,

**Professor Jennifer Westacott AO**  
Chancellor

**Professor Barney Glover AO**  
Vice-Chancellor and President

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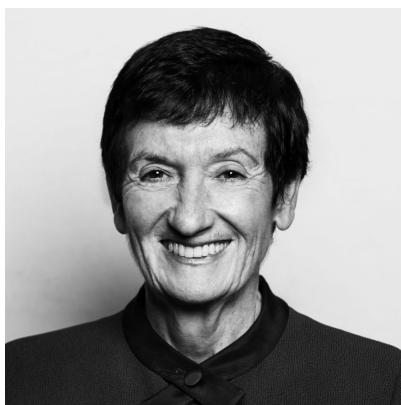
# The Year in Review

Following the announcement by Professor Peter Shergold AC in late 2021 to retire from the role of Chancellor of Western Sydney University, and through an exhaustive selection process, the Board of Trustees of the University resolved to declare Ms Jennifer Westacott AO elected as the fourth, and first female, Chancellor of Western Sydney University, commencing 1 January 2023.

In recognition of the distinguished service, exemplary leadership and contribution to public life of Professor Peter Shergold AC as the University's longest serving Chancellor (2011 – 2022), the Board of Trustees conferred upon him the title of Emeritus Chancellor from 1 January 2023.



Photo taken at the 2022 end of year Board and Committee dinner with then Chancellor Professor Peter Shergold AC and the then Chancellor-elect, Professor Jennifer Westacott AO, holding a framed photo of the three preceding Chancellors. Photography: Sally Tsoutas.



**Professor Jennifer Westacott AO**  
Chancellor



**Professor Barney Glover AO**  
Vice-Chancellor and President

## A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

We are pleased to present the 2022 Annual Report for Western Sydney University.

Following the difficult period of the global pandemic, the University and the higher education sector commenced the transition to recovery in 2022. It was a successful year for the University, with many highlights and achievements that have advanced our standing at the regional, state, national and international levels. This success was achieved through the unwavering resilience, commitment and agility of both our staff and students.

The University improved its status and reputation as a global leader. We achieved a ranking of number one in the world in the Times Higher Education (THE) Impact Rankings in recognition of our commitment to the United Nations Sustainable Development Goals. We also maintained our reputation as a world-class institution by remaining in the top 2% of universities worldwide and the top 250 universities globally in THE's World University Rankings.

Throughout the year we had notable success across all principles, goals and measures of our strategic plan, *Sustaining Success 2021 – 2026*. Sustainability and educational transformation were key priorities, achieved through the diversification of international student markets, partnerships and research collaborations. The year marked the release of *Optimising the Future: STEM Decadal Plan 2022 – 2031* and the commencement of our Transformation Program. This program will provide the foundations to place the University at the forefront of innovation and will create a more digitally enabled University, providing our students with an interactive and personalised learning experience across five key areas of focus: Postgraduate Transformation, Transnational Education, Innovation Futures, Digital Acceleration and Destination College.

Significant progress was made with the University's campus development program, Western Growth, particularly with the opening of the Parramatta Engineering Innovation Hub, the Westmead Innovation Quarter, and the completion of our Bankstown City campus. Close engagement with both state and federal governments has further helped to lift the University's profile and position within the Western Sydney region. Notably, the preparation and delivery of the report *Parramatta 2035: Vibrant, Sustainable, Global*, commissioned by the NSW Premier, the Hon Dominic Perrottet, provided us with the opportunity to help identify key imperatives in developing Parramatta as a global city. This year we commenced work on developing a Regional Masterplan – a decadal strategy that will coordinate the University's campus and precinct development with academic and research planning to meet the aspirations and changing needs of Western Sydney's communities.

The University made significant progress in strengthening our international standing through the reinvigoration of partnerships and collaboration with institutions in the United Kingdom, Europe, China, India, and Vietnam. We also successfully transitioned to a hybrid and flexible mode of delivery of our programs to support students returning to campus and those experiencing offshore delays. Western Sydney University continued to perform well in research through major grants and research fellowships awarded to staff. We have been fortunate with the many philanthropic donations that have been made to the University throughout the year with our Town and Gown Gala Ball, a key fundraising highlight for 2022.

This year we farewelled Professor Peter Shergold AC as Chancellor of Western Sydney University. Professor Shergold was the University's longest serving Chancellor and made an extraordinary contribution to the University, promoting excellence in teaching and learning, research and engagement with the University's local communities, and instilled a strong culture of workplace giving among the University's staff.

The University's achievements of 2022 are ones that we can be proud of and that we will continue to build on in 2023. Changes to higher education policy, coupled with continued volatility in student load, will be key areas of uncertainty and challenge for the higher education sector in 2023. However, through the ongoing determination, passion and perseverance of our staff and students, the University remains well positioned to succeed.

**Professor Jennifer Westacott AO**  
Chancellor

**Professor Barney Glover AO**  
Vice-Chancellor and President

# FIVE YEARS – KEY STATISTICS

CATEGORY	2017	2018	2019	2020	2021	2022 (P)	% CHANGE 2021 - 22 (P)
<b>NUMBER OF STUDENTS</b>							
<b>TOTAL</b>	<b>44,813</b>	<b>48,515</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,146</b>	<b>-3.5%</b>
Female %	55.5%	56.4%	56.7%	57.5%	58.5%	59.1%	1.0%
Commencing	17,303	19,491	18,353	17,550	16,363	17,020	4.0%
Female %	55.3%	57.9%	58.2%	59.2%	60.8%	59.3%	-2.5%
<b>STUDENT LOAD</b>							
<b>TOTAL</b>	<b>33,109</b>	<b>35,788</b>	<b>36,784</b>	<b>36,592</b>	<b>35,965</b>	<b>33,570</b>	<b>-6.7%</b>
Undergraduate	27,488	29,298	29,927	30,462	30,701	28,182	-8.2%
Postgraduate	4,815	5,445	5,831	5,562	4,885	5,053	3.4%
Other*	805	1,045	1,026	568	380	335	-11.8%
*Other includes enabling, cross institutional and non-award							
<b>STUDENT LOAD BY FUNDING SOURCE</b>							
<b>TOTAL</b>	<b>33,055</b>	<b>35,716</b>	<b>36,764</b>	<b>36,592</b>	<b>35,965</b>	<b>33,570</b>	<b>-6.7%</b>
Commonwealth Supported Places	27,224	28,558	28,527	28,699	28,812	26,050	-9.6%
Commonwealth Research Training Scheme/Program	591	600	636	615	567	729	28.6%
Domestic fee-paying (award and non-award)	808	981	1,122	1,109	1,128	1,004	-11.0%
International fee-paying	4,433	5,577	6,479	6,169	5,457	5,785	6.0%
<b>AWARD COMPLETIONS</b>							
<b>TOTAL</b>	<b>9,169</b>	<b>9,109</b>	<b>9,517</b>	<b>8,677</b>	<b>10,250</b>	<b>N.A.</b>	
Undergraduate	7,047	6,675	6,932	6,274	7,146		
Postgraduate	2,122	2,434	2,585	2,403	3,104		
Completions for 2022 are not finalised until after graduations							
<b>STAFF (FULL-TIME EQUIVALENT)</b>							
<b>TOTAL</b>	<b>3,309</b>	<b>3,388</b>	<b>3,581</b>	<b>3,311</b>	<b>3,086</b>	<b>3,142</b>	<b>1.8%</b>
Academic	1,616	1,675	1,697	1,475	1,418	1,456	2.7%
Teaching only	696	733	709	488	500	501	0.2%
Teaching and Research	770	783	834	860	816	917	12.4%
Research only	121	126	123	111	95	28	-70.5
Other	29	33	30	16	8	10	25.0%
Professional	1,693	1,713	1,884	1,835	1,668	1,686	1.1%
2021 includes estimated casual based on 2020							
<b>RESEARCH FUNDING (\$'000)</b>							
Australian Competitive Grant income (Category 1) includes ARC, NHMRC & Other	14,056	11,636	13,558	12,675	14,490	14,813	2.2%
Collaborative income (Category 2, 3 and 4)	21,335	26,998	30,319	30,731	36,937	37,867	2.5%
<b>TOTAL HERDC INCOME</b>	<b>35,391</b>	<b>38,635</b>	<b>43,876</b>	<b>43,405</b>	<b>51,427</b>	<b>52,680</b>	<b>2.4%</b>
<b>TOTAL OPERATING REVENUE (\$'000)</b>	<b>799,105</b>	<b>906,134</b>	<b>900,810</b>	<b>872,710</b>	<b>1,016,714</b>	<b>871,806</b>	<b>-14.3%</b>
<b>TOTAL NET ASSETS (\$'000)</b>	<b>1,912,791</b>	<b>2,081,503</b>	<b>2,124,870</b>	<b>2,218,481</b>	<b>2,455,207</b>	<b>2,652,824</b>	<b>8.1%</b>

Totals may not add due to rounding



# Mission, Vision, Values and Beliefs

## *(Sustaining Success 2021 – 2026)*

### MISSION

Starting in Western Sydney, our students will succeed, our research will have impact and our communities will thrive through our commitment to excellence, sustainability, equity, transformation and connectedness.

### VALUES

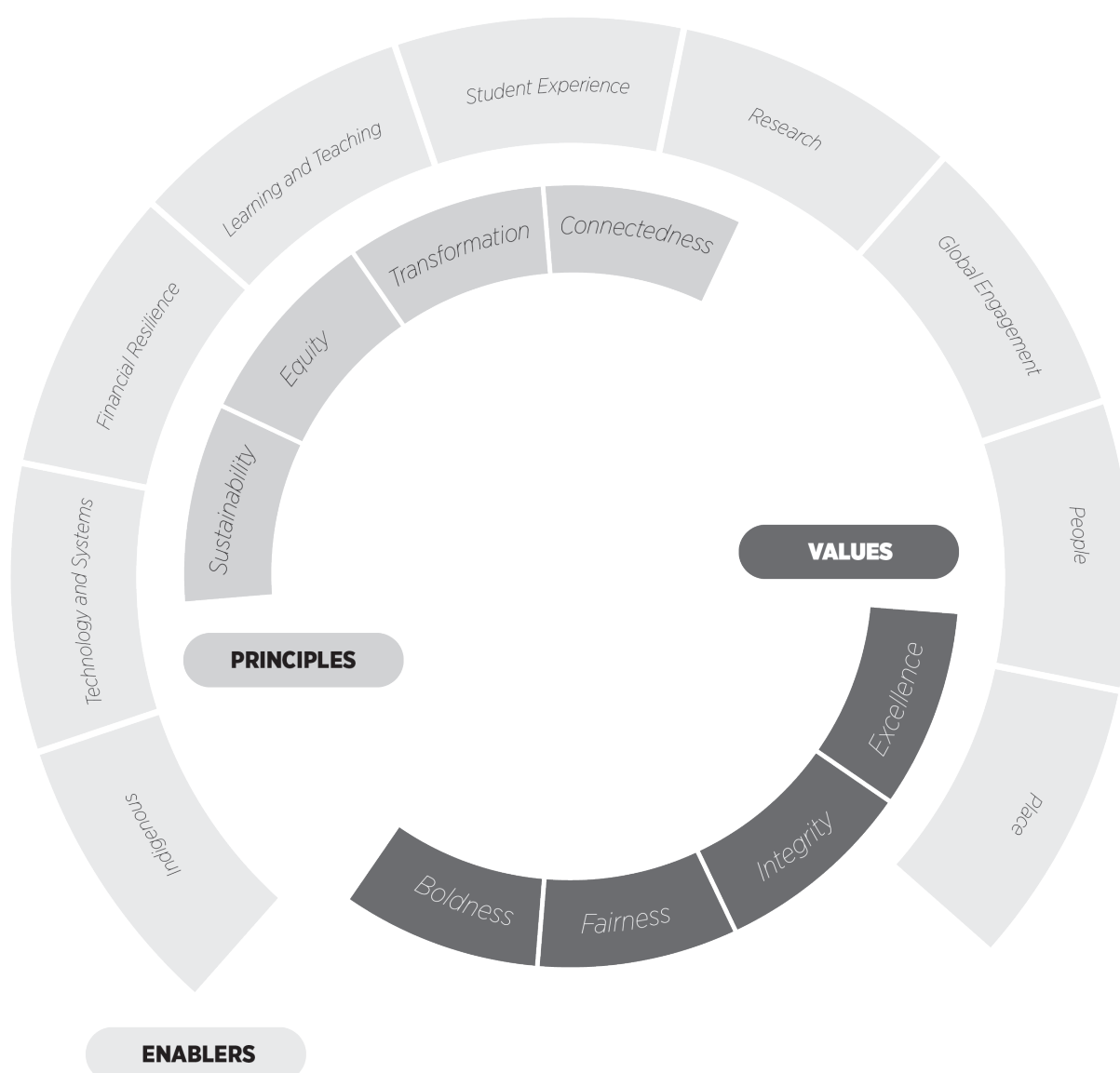
Our values define who we are and what we expect and encourage in each other. They are lived and embedded in the behaviours of everyone within the University community. Our values represent a commitment to our students, people and communities, both local and global. Our values are: Boldness, Fairness, Integrity, Excellence.

### PRINCIPLES

The University is accountable to its values. We will be guided by them in recovery and renewal. They inform, and are realised through adherence to, our four principles: Sustainability, Equity, Transformation and Connectedness.

### ENABLERS

The University's enablers set out the elements required to unlock and make possible the strategic imperatives embodied in *Sustaining Success 2021 – 2026*. They encapsulate our values and help to guide recovery and renewal for the University and the communities within which we are embedded. Our enablers are: People, Place, Learning and Teaching, Student Experience, Research, Global Engagement, People, Place, Learning and Teaching, Student Experience, Research and Innovation, Global Engagement, Indigenous Perspectives, Technology and Systems, and Financial Resilience.



# Charter and Purpose

Western Sydney University is established under the *Western Sydney University Act 1997*. The University operates by this Act and the associated *Western Sydney University By-law 2017*.

The Act constitutes the University and prescribes its functions and the authority of its governing body, the Board of Trustees.

Section 8(1) of the Act defines the object of the University as 'the promotion, within the limits of the University's resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.'

The Act also requires the University to have particular regard to the needs of Western Sydney in fulfilling its object.

## CHANGES IN ACTS OR SUBORDINATE LEGISLATION

The *Western Sydney University Act 1997* was amended in 2022. The changes were to clause 7 (2A) of Schedule 1. The amendment provided for a member of the Board of Trustees of Western Sydney University to preside at meetings of a committee constituted by the Board, instead of the Deputy Chancellor as was previously the case.

## SIGNIFICANT JUDICIAL DECISIONS

There was one significant judicial decision in 2022.

### The Copyright Tribunal- Statutory licensing fees dispute

The Copyright Agency Ltd filed an application against all Australian universities and subsidiaries covered under the statutory licencing scheme. This included Western Sydney University and Western Sydney University (The College). The Copyright Tribunal found in favour of the Copyright Agency Ltd. Those findings were appealed, and the dispute was settled by mediated agreement in February 2023.

# Governance and Management

## BOARD OF TRUSTEES MEMBERS

### OFFICIAL MEMBERS

Professor Peter Shergold AC, Chancellor  
 Professor Barney Glover AO, Vice-Chancellor and President  
 Professor Robert Mailhammer, Chair of Academic Senate (on leave from 25 July 2022)  
 Professor Yixia (Sarah) Zhang, Acting Chair of Academic Senate (commenced 1 August 2022)

### APPOINTED MEMBERS (MINISTERIAL)

Ms Holly Kramer, Pro-Chancellor  
 Mr Simon Hickey

### APPOINTED MEMBERS (BOARD)

Ms Elizabeth Dibbs, Deputy Chancellor  
 Ms Kerry Stubbs, Deputy Chancellor  
 Dr Linda O'Brien AM, Pro-Chancellor  
 Mr Lee Pinder, Pro-Chancellor  
 Mr Joseph Carrozzi AM  
 Mr James Christian PSM  
 Mr Bob Sahota (ended 3 August 2022)  
 Dr Amanda Larkin (commenced 4 August 2022)  
 Ms Georgia Lee  
 Ms Natalia Centellas (née Vukolova), Graduate Member

### ELECTED MEMBERS

Dr Geir Henning Presterudstuen, Academic Staff (ended 1 April 2022)  
 Associate Professor Jennifer Mensch, Academic Staff (commenced 11 April 2022)  
 Miss Rayaca Tayabally, Undergraduate Student  
 Mr Christopher Youness, Professional Staff (ended 12 April 2022)  
 Dr Fiona Pacey, Professional Staff (commenced 8 June 2022)  
 Ms Coralie Properjohn, Postgraduate Student

## BOARD OF TRUSTEES BOARD CHARTER

The Board of Trustees is the governing body of the University with functions prescribed under the *Western Sydney University Act 1997*. The Board acts for and on behalf of the University. Its key functions are to develop broad policies and strategic plans with respect to the University, manage the University's resources and monitor the University's performance. The members – official, appointed and elected – meet approximately six times each year in addition to a strategic planning day. The Board is supported in its work by a number of specialist committees and advisory councils.

Details about the Board, including summaries and minutes of meetings, are published on the University's web site at:

[https://www.westernsydney.edu.au/about\\_uws/leadership/board\\_of\\_trustees](https://www.westernsydney.edu.au/about_uws/leadership/board_of_trustees)

The compliance statement of the Board of Trustees is contained in Appendix 1 of this report.

The number of meetings attended by each member is contained in Appendix 2 of this report.

## SUMMARY OF KEY BOARD DELIBERATIONS IN 2022

Key decisions of the Board of Trustees included:

- The election of Ms Jennifer Westacott AO to the position of Chancellor, commencing 1 January 2023
- The establishment of a new Board Committee, the People and Culture Committee
- Approval of the proposal to join the National Redress Scheme for people who have experienced institutional sexual abuse
- The disestablishment of the position of Vice-President Finance and Resources and the Division of Finance and Resources, and the establishment of the positions of Senior Vice-President; Vice-President, Finance and Chief Financial Officer; and Vice-President, Commercial and Infrastructure and corresponding Divisions
- Approval of the naming of the Sports Oval at the Hawkesbury campus as "The George Henry Bennett OAM Oval", a building at the Hawkesbury campus as "The Peter Pickering Building" and a building at the Hawkesbury campus as "The Mavis Bickerton Building"
- Approval of the naming of a seminar room in the Westmead Innovation Quarter as "The Anne Cutler Room", a seminar room at the Westmead campus as "The Marceau Seminar Room", and the Physics Lab at the Kingswood campus as "The Cheetham Room".

The Board continues to drive the University's strategic direction, and received regular reports throughout the year on the key measures of its strategic plan, *Sustaining Success 2021 – 2026*, and the Transformation Program of strategic projects.

At its annual strategy day, the Board focused on the concept of developing a regional masterplan for the University. The outcomes of the strategy day led to the endorsement of the development of a decadal (2023-2033) Regional Masterplan that coordinates the University's campuses and precincts and academic planning; informs planning for the next wave of Western Growth; aligns with the infrastructure investment, industry and employment growth in the region; meets the aspirations and changing needs to Western Sydney's communities; and enables sustainable, mission-led growth.

# Governance and Management

The Board continued to receive regular updates on the University's Western Growth Strategy, and approved the following Western Growth initiatives:

- The Agri Tech Hub Business Case
- The Department of Education – School Centre of Excellence in Agriculture
- The Sydney Olympic Park Sports Tech Hub.

The Board approved of a number of key governance frameworks, rules and policies, including:

- The revised Charters of the Board Executive Committee, Audit and Risk Committee, Finance and Investment Committee, and the University Infrastructure Committee
- The proposed amendments to the *Western Sydney University Act 1997 (NSW)*
- The revised Board of Trustees Charter
- The *Business Continuity Management Policy*
- The Western Sydney University 2021 Modern Slavery Statement
- The *Naming Recognition Policy* and *Naming Recognition Procedures*
- *Academic Governance Policy*.

The Board also noted reports from Academic Senate about:

- Course and unit reviews held throughout the year
- Monitoring of academic standards and integrity
- The approval of a range of academic scholarships.

## BOARD AND COMMITTEE MEMBERSHIP

There were a number of key membership changes to the Board in 2022:

- Ms Elizabeth Dibbs was re-elected as Deputy Chancellor at the 23 February 2022 meeting.
- Mr Lee Pinder was appointed as Pro-Chancellor, commencing 6 October 2022.
- Dr Linda O'Brien AM was re-appointed as Pro-Chancellor, commencing 1 January 2022.
- Ms Holly Kramer was re-appointed as Pro-Chancellor, commencing 1 January 2022.
- Mr Bob Sahota resigned from the Board of Trustees, effective 3 August 2022.
- Dr Amanda Larkin was appointed as a Board-appointed member, commencing 4 August 2022.
- Professor Robert Mailhammer, Chair of Academic Senate, took Academic Development Program leave effective 25 July 2022. Professor Sarah Zhang commenced as Acting Chair of Academic Senate, effective 1 August 2022.
- Dr Geir Henning Presterudstuen resigned as academic staff representative effective 1 April 2022. Associate Professor Jennifer Mensch was elected as the academic staff representative, commencing 11 April 2022.
- Mr Christopher Youness' position as professional staff representative ended effective 12 April 2022. Dr Fiona Pacey was elected as professional staff representative, commencing 8 June 2022.
- Miss Rayaca Tayabally resigned as undergraduate student representative effective 31 December 2022.

The Board made a number of new appointments and re-appointments to its Audit and Risk Committee; Finance and Investment Committee; University Infrastructure Committee; People and Culture Committee; and the Foundation Council.

## HONORARY AWARDS AND TITLES

The following Honorary Awards and Titles were conferred in 2022:

### Honorary Doctor of Letters

Emeritus Professor MaryAnn Bin-Sallik AO  
Mr David Lawrence Borger  
Ms Elizabeth Koff AM  
Mr Nicholas Moraitis (Nick) AM (posthumous award)  
Ms Catherine McGowan AO  
Mr Joseph Toufic Rizk AM  
Dr Andrew Michael Vann FRSN

### Honorary Doctor of Laws

The Honourable Justice Brian John Preston FRSN SC

### Honorary Fellow

Ms Maha Krayem Abdo OAM  
Uncle Wes Marne AM  
Ms Sally Ruston AM  
Ms Dianne Weller

### Community Fellow

Ms Patricia d'Apice OAM  
Mr Sukhdeep Singh Bhogal aka L-Fresh The Lion  
Ms Martha Maree Jabour OAM  
Mr Matthew McFarlane PSM  
Ms Frances Rush OAM

### Emeritus Professor

Emeritus Professor Denis Kingsley Burnham  
Emeritus Professor Esther May Lan Chang  
Emeritus Professor Jennifer Suzanne Reath  
Emeritus Professor Caroline Smith

# BOARD OF TRUSTEES MEMBERS

## OFFICIAL MEMBERS



Professor Peter Shergold  
AC, Chancellor



Professor Barney Glover  
AO, Vice-Chancellor  
and President



Professor Robert  
Mailhammer, Chair of  
Academic Senate (on  
leave from 25 July 2022)



Professor Yixia (Sarah)  
Zhang, Acting Chair  
of Academic Senate  
(commenced 1 August 2022)

## APPOINTED MEMBERS (MINISTERIAL)



Ms Holly Kramer,  
Pro-Chancellor



Mr Simon Hickey

## APPOINTED MEMBERS (BOARD)



Mr Joseph Carrozzi AM



Mr James Christian PSM



Ms Elizabeth Dibbs,  
Deputy Chancellor



Dr Amanda Larkin  
(commenced 4 August  
2022)



Ms Georgia Lee



Dr Linda O'Brien AM,  
Pro-Chancellor



Mr Lee Pinder,  
Pro-Chancellor



Mr Bob Sahota  
(ended 3 August 2022)



Ms Kerry Stubbs,  
Deputy Chancellor



Ms Natalia Centellas  
(née Vukolova),  
Graduate Member

## ELECTED MEMBERS



Associate Professor  
Jennifer Mensch,  
Academic Staff  
(commenced 11 April  
2022)



Dr Fiona Pacey,  
Professional Staff  
(commenced 8 June  
2022)



Ms Coralie Properjohn,  
Postgraduate Student



Ms Rayaca Tayabally,  
Undergraduate student

For a complete listing of Board members, see page 11



# Governance and Management

## ACADEMIC SENATE

Established under the *Western Sydney University Act 1997*, Academic Senate is the University's peak forum for academic debate and discourse, the primary custodian of academic values and standards for the University, and a standing committee of the Board of Trustees. Its responsibilities include promoting and monitoring academic quality, standards and values; advising the Board and Vice-Chancellor on academic matters; deciding academic policy and approving related procedures; accrediting and approving courses, programs and subjects; and promoting the quality and development of research in the University. It exercises and oversees a wide range of delegations and responsibilities through its standing committees at the University, School and University Research Institute levels. Academic Senate's Work Plan aligns with the University's strategic risk register and strategic plan, *Sustaining Success 2021 – 2026*, and sets out the main priorities for Senate's activities, taking account of its role and terms of reference, and the national Higher Education Standards Framework.

### ACTIVITIES IN 2022

The amended delegations by the Board of Trustees to the Chair of Academic Senate during the peak of the COVID-19 crisis (2020–2021) that had temporarily varied or suspended clauses in various policies were not extended into 2022, and the standard rules and processes resumed. Variations to the International Admissions Policy were the only exception.

The Office of Governance Services conducted a survey of Academic Senate and its standing committees to identify potential issues in the functioning of academic governance. This satisfies the requirement under HESF Standard 6.3.2.g asking institutions of Higher Education to evaluate the effectiveness of institutional monitoring and review of academic activities. Results from the survey will be used to further develop the efficiency of Academic Senate and its standing committees.

Under the delegation of the Board of Trustees, the Chair of Academic Senate approved the conferral of degrees in Autumn 2022 to manage delays in processing associated with the implementation of a new student management system. Senate continued to monitor the implementation of this system by adding a system update to every agenda of its meetings. Academic Senate was also presented with a review of the Graduate Research School and has been monitoring the implementation of relevant recommendations.

The quality of research and other activities at Western was underscored with first place in the Times Higher Education rankings for Impact and Engagement.

Senate monitored key measures of academic success in the University's Strategic Plan. All three indicators, namely the proportion of Indigenous students (M4), graduate employment (M7) and measures of student satisfaction (M8), are on track.

Academic Senate monitors academic risks and is involved in their management. The Chair of Academic Senate advised the Board of Trustees through its Audit and Risk Committee of academic risks. An internal audit of student progression tracking was tabled at Senate and relevant measures discussed. Student experience was a focal point for Senate, including discussion of the QILT results. Regular updates on this matter were provided through the Senate Education Committee.

The Senate Executive Committee meets for the identification of issues requiring attention by the Senate, ensuring the preparation of appropriate draft proposals and recommendations, together with supporting documentation, for consideration by Senate or its standing committees. This Committee can also, where expedient and not contrary to policies, determine urgent matters within the jurisdiction of Senate that arise between meetings of Senate, and report action taken to Senate for ratification. Finally, it considers and determines any matters referred to it by Senate, or by the Chair of Academic Senate, or, where urgency is required, by Senate's other committees.

Academic Senate also makes decisions on academic policies, including the following: *Curriculum Design and Approvals Policy and Procedures*; *Graduation Policy*; *Master of Research Policy*; *Assessment Policy*; *Student Fees Policy*; and the *Student Learning Abroad Policy*.

The Chair of Academic Senate is also a member of the Chairs of Academic Board/Senate Committee. In 2022, the NSW committee voted to abolish the distinction between A and B subjects for the purpose of ATAR calculation, which will further support broadening access to university by increasing the weight of subjects that were previously seen as less academic.

Students are an important voice in academic governance and 80% of Senate's standing committees have student representation. Student reports are a standing item on the agendas of all relevant committees and at Academic Senate. The Chair of Academic Senate meets regularly with student representatives to discuss issues and to help

prepare papers to Senate. Student papers to Senate have had important effects. In 2022, student papers have been a factor in increasing the HDR stipend; they have highlighted areas of improvement in terms of the student experience, especially with respect to the timely distribution of subject outlines; and they have made significant contributions to academic debates, for example, on modes of delivery.

All members of Senate have an important role in raising and discussing matters. Key topics raised by members of Senate in 2022 included recording of tutorials and the challenges presented by the introduction of a new student management system. Outcomes of Academic Senate meetings are communicated via Yammer and email to Senate members so that they are disseminated widely across the University.

As the peak academic body, Academic Senate also discusses topics of academic relevance to the University and to higher education more broadly, and it receives updates on important developments in the University. In 2022 key topics were contract cheating, foreign engagement, gender equity (SAGE), the University's Strategic Research Initiatives and research commercialisation.

## ACADEMIC SENATE MEMBERSHIP (as at 9 December 2022 (the date of the last meeting in 2022))

### EX-OFFICIO MEMBERS

- Professor Barney Glover AO, Vice-Chancellor and President
- Professor Clare Pollock, Senior Deputy Vice-Chancellor and Provost
- Professor Simon Barrie, Deputy Vice-Chancellor and Vice-President (Academic)
- Professor Deborah Sweeney, Deputy Vice-Chancellor and Vice-President (Research, Enterprise and International)
- Professor Michelle Trudgett, Deputy Vice-Chancellor (Indigenous Leadership)
- Professor Alpha Possamai-Inesedy, Pro Vice-Chancellor (Engagement and Advancement)
- Professor Linda Taylor, Pro Vice-Chancellor (International)
- Professor Simon Bedford, Pro Vice-Chancellor (Learning Futures)
- Professor Kevin Dunn, Pro Vice-Chancellor (Research)
- Professor Brian Stout, Pro Vice-Chancellor (HASS Cluster) and Dean, School of Social Sciences
- Distinguished Professor Annemarie Hennessy, Pro Vice-Chancellor (Health and Medicine Cluster) and Dean, School of Medicine
- Professor Kate Stevens, Pro Vice-Chancellor (STEM Cluster)
- Professor Andy Marks, Pro Vice-Chancellor (Strategy, Government and Alliances)
- Ms Debra Farrelly, Pro Vice-Chancellor (Student and University Planning)
- Dr Nicolene Murdoch, Pro Vice-Chancellor (Educational Partnerships and Quality)
- Professor Amir Mahmood, Dean, School of Business
- Professor Simeon Simoff, Dean, School of Computer, Data and Mathematical Sciences
- Professor Michele Simons, Dean, School of Education
- Professor Mikhail (Mike) Kagioglou, Dean, School of Engineering, Design and Built Environment
- Professor Gregory Kolt, Dean, School of Health Sciences
- Professor Matt McGuire, Dean, School of Humanities and Communication Arts
- Professor Anna Cody, Dean, School of Law
- Professor Deborah Hatcher, Dean, School of Nursing and Midwifery
- Professor Tanya Meade, Dean, School of Psychology

- Professor Graciela Metternicht, Dean, School of Science
- Professor Clive Baldock, Dean, Graduate Studies and Researcher Development
- Professor Dennis Chang, Director, NICM Health Research Institute
- Mr Anthony Mitri, Chief Executive Officer, The College (Acting)
- Ms Jess Gleeson, Director, Data Integrity, Quality and Operations
- Ms Fiona Salisbury, Executive Director, Library Services

### ELECTED MEMBERS

- Professor Robert Mailhammer, Chair, Academic Senate (on leave)
- Professor Sarah Zhang, Deputy Chair, Academic Senate (Acting Chair)
- Ms Ayda Succarie Humphreys, Academic Staff, School of Business (Level A, B or C)
- Associate Professor Ann Dadich, Academic Staff, School of Business (Level D or E)
- Dr Evan Crawford, Academic Staff, School of Computer, Data and Mathematical Science (Level A, B or C)
- Associate Professor Ana Hol, Academic Staff, School of Computer, Data and Mathematical Science (Level D or E)
- Dr Erin Mackenzie, Academic Staff, School of Education (Level A, B or C)
- Associate Professor Jacqueline Ullman, Academic Staff, School of Education (Level D or E)
- Dr Ranjith Liyanapathirana, Academic Staff, School of Engineering, Design and Built Environment (Level A, B or C)
- Associate Professor Samantha Liyanapathirana, Academic Staff, School of Engineering, Design and Built Environment (Level D or E)
- Dr Evan Atlantis, Academic Staff, School of Health Sciences (Level A, B or C)
- Associate Professor Amit Amora, Academic Staff, School of Health Sciences (Level D or E)
- Dr Margarite Poulos, Academic Staff, School of Humanities and Communication Arts (Level A, B or C)
- Associate Professor Jennifer Mensch, Academic Staff, School of Humanities and Communication Arts (Level D or E)
- Dr Maria Bhatti, Academic Staff, School of Law (Level A, B or C)

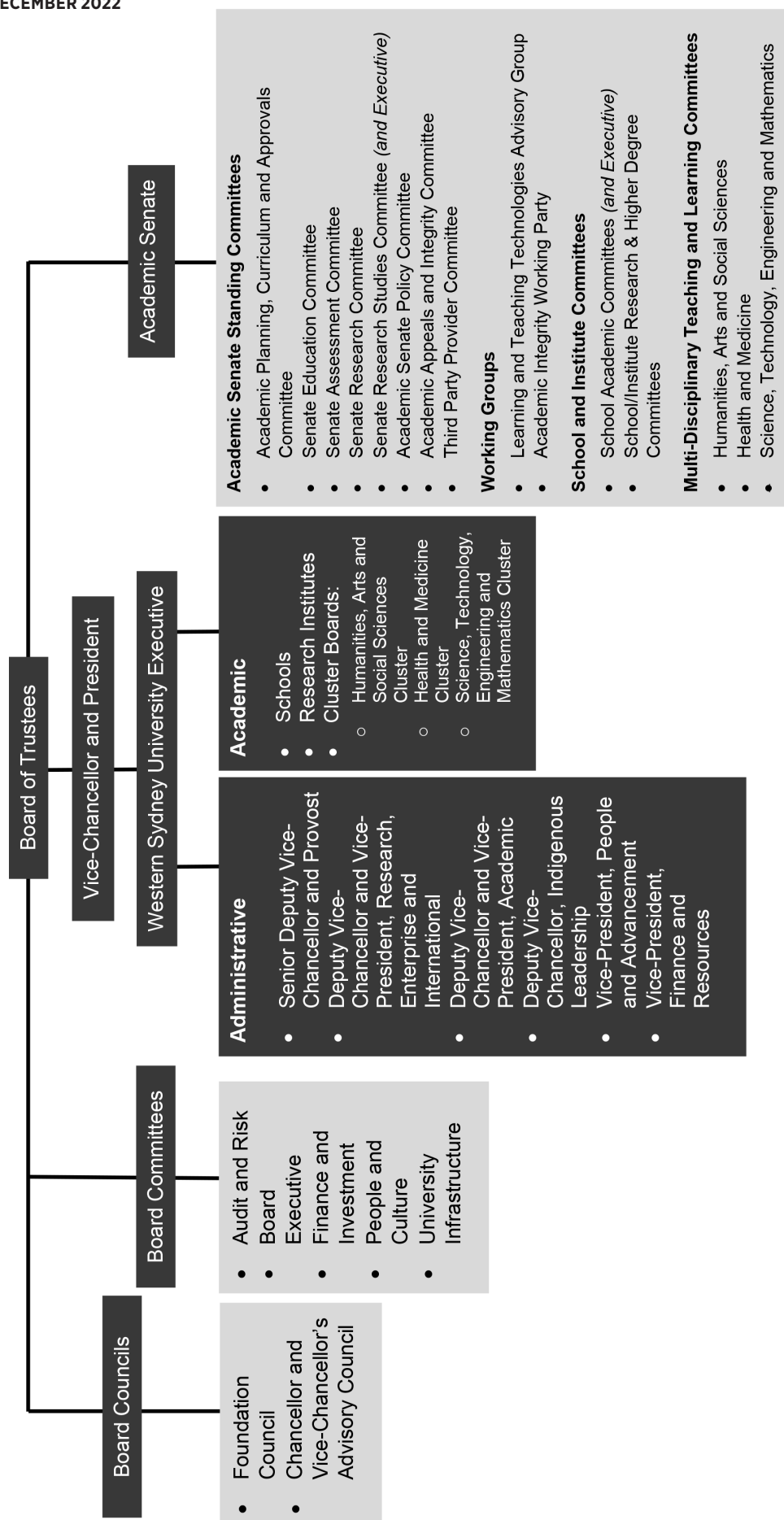
- Professor Catherine Renshaw, Academic Staff, School of Law (Level D or E)
- Dr Erika Gyengesi, Academic Staff, School of Medicine (Level A, B or C)
- Professor Neil Merrett, Academic Staff, School of Medicine (Level D or E)
- Ms Leanne Hunt, Academic Staff, School of Nursing and Midwifery (Level A, B or C)
- Professor Anna Williams, Academic Staff, School of Nursing and Midwifery (Level D or E)
- Dr David Arness, Academic Staff, School of Psychology (Level A, B or C)
- Associate Professor Michael Tyler, Academic Staff, School of Psychology (Level D or E)
- Dr Maggie Davidson, Academic Staff, School of Science (Level A, B or C)
- Associate Professor Liza Cubeddu, Academic Staff, School of Science (Level D or E)
- Dr Ana Rodas, Academic Staff, School of Social Sciences (Level A, B or C)
- Associate Professor Corrinne Sullivan, Academic Staff, School of Social Sciences (Level D or E)
- Dr Alexie Papanicolaou, Academic Staff, University Research Institutes
- Mr Bayan Sohailee, 1 of 2 Undergraduate Students
- Ms Ebony O'Connor, 2 of 2 Undergraduate Students
- Ms Payal Shah, 1 of 2 Postgraduate Students
- Dr Ritesh Chimoriya, 2 of 2 Postgraduate Students
- Ms Tiffany Sharpe, Aboriginal and/or Torres Strait Islander Student
- Ms Vidushi Sethi, International Student
- Ms Matija (Sammie) Burrett, Student representing Disability Matters

### APPOINTED MEMBERS

- Professor Janice Aldrich-Wright, Deputy Dean, Graduate Research School
- Professor Susan Page, Director, Indigenous Learning and Teaching

# WESTERN SYDNEY UNIVERSITY GOVERNANCE STRUCTURE

CURRENT AS AT DECEMBER 2022



# Governance and Management

## PRINCIPAL OFFICERS OF THE UNIVERSITY

as at 31 December 2022

### CHANCELLOR

#### Professor Peter Shergold

- PhD, London School of Economics and Political Science, UK
- MA, University of Illinois, USA
- BA (Hons), University of Hull, UK
- Companion of the Order of Australia (AC)
- Fellow of the Academy of Social Sciences in Australia
- Hon. Litt.D., UNSW
- Fellow of the Royal Society of NSW (FRSN)

### VICE-CHANCELLOR AND PRESIDENT

#### Professor Barney Glover

- PhD, University of Melbourne
- MSc, University of Melbourne
- BSc (Hons), University of Melbourne
- DipEd, University of Melbourne
- Officer of the Order of Australia (AO)
- Fellow of the Royal Society of NSW (FRSN)
- Fellow of the Australian Academy of Technology and Engineering (FTSE)
- Member of the Australian Institute of Company Directors (MAICD)

### SENIOR DEPUTY VICE-CHANCELLOR AND PROVOST

#### Professor Clare Pollock

- PhD, University College London, UK
- BA (Hons), University of Oxford, UK
- Institute for Education Management, Harvard Graduate School of Education, USA
- Graduate of the Australian Institute of Company Directors (GAICD)

### DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT ACADEMIC

#### Professor Simon Barrie

- PhD, University of Technology, Sydney
- Bachelor of Applied Science (Hons), Curtin University

### DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT RESEARCH, ENTERPRISE AND INTERNATIONAL

#### Professor Deborah Sweeney

- PhD, University of New South Wales
- Bachelor of Optometry, University of New South Wales
- Graduate of the Australian Institute of Company Directors (GAICD)

### DEPUTY VICE-CHANCELLOR INDIGENOUS LEADERSHIP

#### Professor Michelle Trudgett

- Doctor of Education, University of New England
- Master of Professional Studies, Indigenous Studies, University of New England
- Bachelor of Arts, Indigenous Studies, University of New England

### VICE-PRESIDENT FINANCE AND RESOURCES

#### Mr Peter Pickering

- Bachelor of Commerce (Hons), University of Newcastle
- DipCM, AGSM
- Fellow of the Certified Public Accountants of Australia (FCPA)
- Fellow of the Chartered Institute of Secretaries and Administrators (FCIS)
- Fellow of the Australian Institute of Company Directors (FAICD)
- Fellow of the Governance Institute of Australia (FGIA)

### VICE-PRESIDENT PEOPLE AND ADVANCEMENT AND REGISTRAR

#### Mr Angelo Kourtis

- Bachelor of Arts, University of Western Sydney

### CHAIR OF THE ACADEMIC SENATE

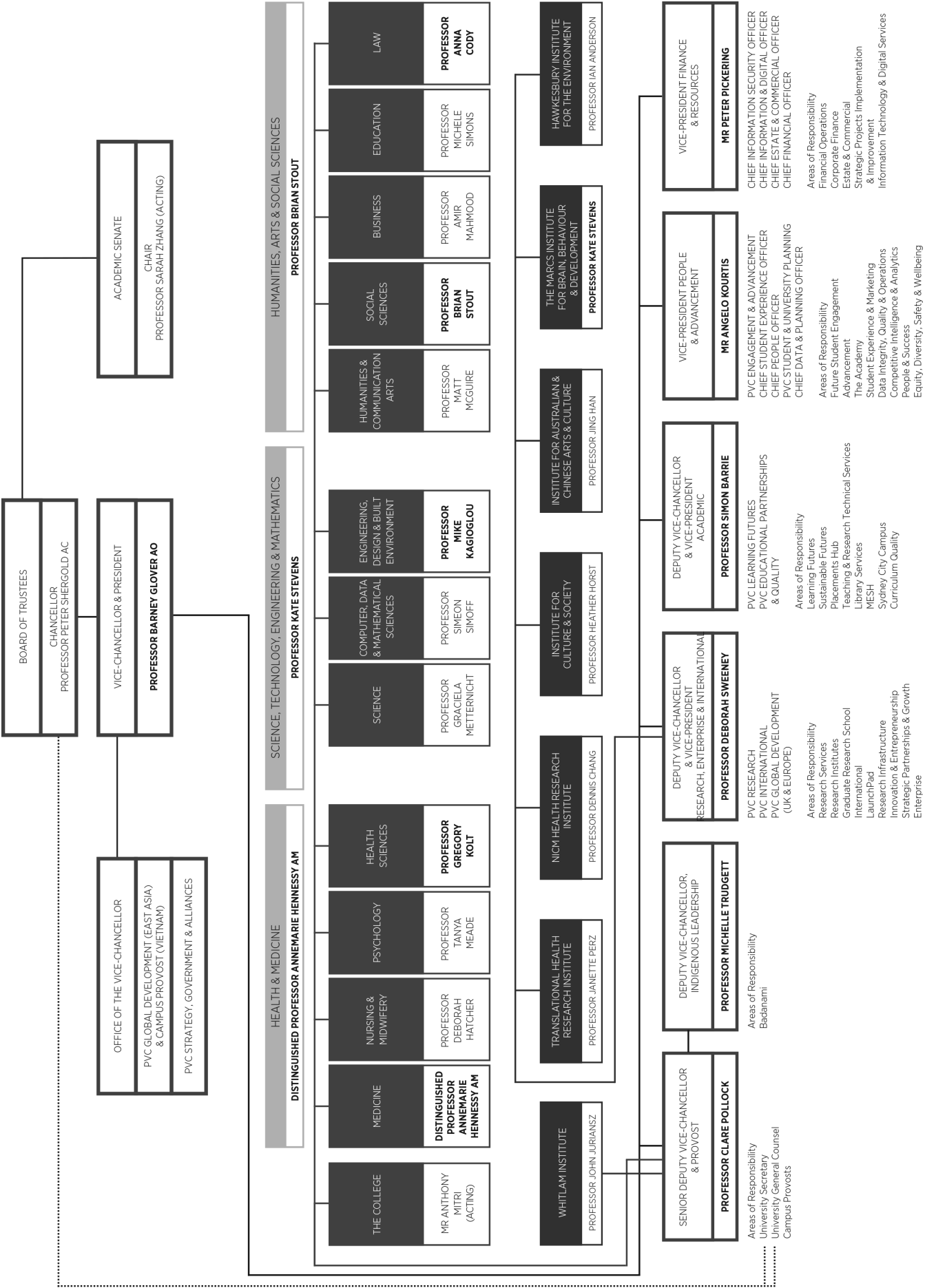
#### Professor Robert Mailhammer (until 25 July 2022)

- PhD, Ludwig-Maximilians-University Munich
- MA, Ludwig-Maximilians-University Munich
- State Board Exam for High School teaching (English/German), Ludwig-Maximilians-University Munich
- Australian Linguistic Society
- German Linguistic Society
- Societas Linguistica Europaea
- Linguistic Society of America
- International Society of Historical Linguistics
- Australian Association of Von Humboldt Fellows

#### Professor Sarah Zhang (1 August - 31 December 2022)

- PhD, University of Hong Kong
- ME, BE, Tianjin University, China
- Postgraduate Certificate in Higher Education, UNSW Australia
- Graduate of Australian Women in Leadership, executive ready program
- College of Experts member, Australian Research Council
- Executive member, Australian Computational Mechanics Association

# WESTERN SYDNEY UNIVERSITY ORGANISATIONAL STRUCTURE (25 OCTOBER 2022)



\* Bold denotes members of the University Executive Committee  
25 OCTOBER 2022



# Summary Review of Operations: Division of Finance and Resources

## FINANCE AND RESOURCES

### OVERVIEW

The Division of Finance and Resources provides strategic direction to and oversight of the University's financial activities, including financial and operational planning, managing commercial relationships, use of building and land assets, information technology and digital services, procurement, and strategic project delivery and improvement. The Division enhances the University's enterprise service, efficiency and commercial success by implementing leading technology and digital solutions, expanding project management capability, developing strategic business development opportunities, applying strategic sourcing solutions and embedding University-wide business transformation and capital management solutions.

The four Business Units within the Division – Information Technology and Digital Services; Office of Estate and Commercial; Office of Finance Operations (which, as of mid-2022, includes Procurement); and the Office of Strategic Project Implementation and Improvement – work together to enable core business support functionality and drive innovations in the University's fiscal, commercial and operational model.

The Division has created and adopted new and innovative economic placemaking and technological models as well as embracing various alternative finance sources through third-party industry partnerships. This approach has provided the University with the opportunity to move beyond the sector's traditional borrowing model of large debt accumulation to minimise risk exposure through co-ownership of developments. New financial models have enhanced mobility between fixed and variable cost arrangements more suitable to the University's requirements. Enhancements to the student experience have resulted through new technology-rich learning environments and flexible, high-amenity facilities in convenient and accessible CBD locations.

At the end of 2022, a restructure was undertaken to disestablish the Division of Finance and Resources and replace it with three new Divisions:

- Division of the Senior Vice-President
- Division of the Vice-President Finance and Chief Financial Officer
- Division of the Vice-President Commercial and Infrastructure.

This restructure incorporated changes to the Office of Strategy, Business Development and Procurement, which had been disestablished and procurement activities re-located to the Office of Finance Operations. Broadly, these changes are an important response to the succession planning requirements of the University, recognising the increased size and scope of the Division of Finance and Resources and the imperative to maintain its critical functions in a manner that will ensure strategic oversight is aligned to meeting the goals of the University.

### ESTATE AND COMMERCIAL

The Office of Estate and Commercial (OEC) drives innovative solutions to increase the University's efficiency, sustainability and organisational strength across a diverse network of campuses.

### COVID-19 Response

COVID-19 presented a range of opportunities for OEC to support our University and local community. The enhanced cleaning standard in common spaces and the ongoing provision of sanitiser have been incorporated into ongoing operations and service standards.

Farm operations continued throughout the COVID-19 shutdown to ensure the oversight of animal welfare and critical seasonal operations, while the Logistics team continued to support a hybrid model of both mail redirection and delivery to business units on campus.

Campus facilities were again made available to local high schools for HSC contingency planning for Year 12 student examinations. Temporary COVID-19 testing facilities continue to operate on campuses and are well-used by the community.

### Infrastructure Services

In addition to business-as-usual operations, Infrastructure Services oversees the development and implementation of a Strategic Asset Management Plan (SAMP).

The strategic plan, now formally drafted, will be broadened to address outcomes of the Space Utilisation Project supporting flexible curriculum delivery to students and flexible work for staff, while also delivering improvements to data analytics for space planning and management. The SAMP will provide a ten+ year policy and directional framework for the management, operation, development and maintenance of infrastructure and surrounds to meet the University's needs and asset portfolio.

Integral to the framework is resilience and disaster planning, reflecting the University's ability to manage infrastructure development and operations during periods of stress.

### Western Growth

Western Growth is an ambitious program that is co-creating cities and transformative educational infrastructure across Western Sydney in partnership with industry and government. It encompasses the development of existing campuses and the creation of new, technology-enabled, connected, and collaborative learning, teaching and research facilities. New and revitalised campus infrastructure contributes directly to the economic and social development of Western Sydney and to the financial sustainability of the University.

Key achievements of the Western Growth Program include:

- Practical Completion of the Engineering Innovation Hub Stage 2 at the University's Parramatta City Campus: The facility provides for co-location of WUS International College, promoting greater collaboration and integration for staff and students.
- Practical Completion of Westmead Innovation Quarter Stage 1: Westmead IQ is the new home for the University's internationally-recognised research institutes – the MARCS Institute for Brain, Behaviour and Development; NICM Health Research Institute; the Translational Health Research Institute; and Transforming Early Education and Child Health (TeEACH).

# Division of Finance and Resources

- Substantial completion of the University's new Bankstown City Campus in Bankstown CBD: The campus accommodates up to 10,000 students and 1,000 staff. It has been awarded a 6-Star Green Star design rating, representing 'World Leadership' in environmentally sustainable building practices.
- Significant progress towards the University's Health and Education Precinct projects within Liverpool and Campbelltown, enabling the University's global research impact and underpinning improved health outcomes for the community.
- Confirmation of Government funding to support the development of the Hawkesbury Agri Tech Hub: The Agri Tech Hub provides opportunities for development of state-of-the-art facilities and will incorporate innovation and technology for use in protected cropping, as well as be environmentally sustainable in design and operation.

## Estate Planning and Strategy

### Placemaking and Sustainable Design

Guided by the University's Sustainability and Resilience Decadal Strategy, the Hawkesbury Placemaking Strategy will deliver a campus planning framework centered on people and communities of practice. Demonstrating excellence in design, heritage and urban planning, the Placemaking strategy will support the transformation of the campus as a designated Agri-Precinct, incorporating research, education, industry and government projects.

### Space Planning

Underpinned by the design of new models of space for the University's vertical campuses and our campuses beyond COVID-19, OEC has initiated the Space Utilisation Project, a strategic project to determine future directions for space use, develop new platforms for space analytics and space management, and a program focused on reshaping existing spaces to deliver benefits for students and staff.

## Environmental Sustainability

The Environmental Sustainability team progressed towards Carbon Neutrality, established the *Environmental Sustainability Policy*, continued living lab engagements, generated credit sales from Biodiversity Stewardship, and made contributions to institution-wide reporting. 100% Renewables were engaged to assist in the process of applying for carbon neutral accreditation through the Australian Government's Climate Active program. The University's carbon footprint was estimated and validated, followed by the purchase of carbon offsets in countries with whom Western has established teaching and learning associations. Documentation was submitted to Climate Active in December 2022. A Carbon Transition Plan is under development to reduce our organisational carbon footprint and identify opportunities for integration, such as proactive carbon credit generation.

Biodiversity stewardship was a key focus, with credit sales to the NSW Biodiversity Fund generating \$7.6m from the pilot 117-hectare site on Hawkesbury campus, supporting both ongoing management and funding for carbon offset requirements.

Data stewardship underpinned contributions to reporting requirements, including those relating to mandatory greenhouse gas and energy reporting (NGER); sector benchmarking with Tertiary Education Facilities Management Association (TEFMA); evidence in support of Times Higher Education (THE) Impact Rankings; and establishment of carbon neutrality reporting for Climate Active accreditation.

## Campus Safety and Security

Campus Safety and Security coordinated the University's surveillance and escalation processes under the Crisis Management plan in response to flooding events, occurring mainly in the Hawkesbury, Milperra and Macarthur Regions.

A major procurement activity to re-assess and ensure value for money with the contracted security labour service component of our security services was completed.

## Sustainability and Resilience Decadal Strategy 2030

Informed by the Sustainable Development Goals 2030, nine Key Priority Statements have been developed to guide the University's activities in achieving the goals of the Sustainability and Resilience Decadal Strategy:

- Partnerships
- Justice
- Food Security and Sustainable Agriculture
- Ethical Artificial Intelligence
- Economic Transitions
- Climate Action
- Resilient Cities
- Regenerative Systems
- Aboriginal and Torres Strait Islander Knowledges.

A guiding governance framework has been developed that leverages the key focus areas of Curriculum, Operations, Research and Engagement (CORE). This framework will provide the platform for ongoing dialogue and action planning across the streams of the Priority Statements.

## FINANCE

### Financial Integrity and Compliance

A key area of responsibility is to ensure the University's financial integrity and compliance obligations are met at a high standard, including the achievement of annual unqualified financial statements. The Office of Finance is responsible for the University's financial stewardship in all functional areas of the finance portfolio (Financial Services, Financial Performance and Partnerships, Procurement and Treasury), together with ongoing financial controls and governance. Financial processes and systems are established to ensure delegated authority, allocated by the Board of Trustees, is adhered to throughout all financial transactions and regular financial forecasting and reporting is maintained to inform the operations of the University of their financial performance to approved budget parameters.

### Endowment Fund – Management of Corpus

To ensure that the proceeds from Western Growth (and other significant commercial activities) are used for the University's long-term interests, the management of the University Endowment is essential. The University Endowment Fund is closely aligned with the University's strategic priorities, facilitating sound financial and investment management and enhancing prospects for further development and long-term University-wide advancement. Whilst the University has reduced its cost base through the Shared Services program and will increase the Endowment Fund through Western Growth proceeds, strategic funding to areas that improve the University's reputation and student experience to deliver revenue or cost improvements is a priority. It is the strategic ambition of the Division that the Endowment Fund will help facilitate this University-wide advancement over the long term.

### Responsible Investment

The University is committed to Responsible Investment and ensuring that environmental, social and governance (ESG) issues are integrated into the development and implementation of the University's investment portfolios. The University is a signatory to the United Nations Sustainability Development Goals (SDGs) and seeks to support these through its investments where possible.

The University has appointed Mercer as its investment advisor. Mercer is a founding signatory to the Principles for Responsible Investment (PRI) and is recognised as a global and local leader in responsible investing by PRI and the Responsible Investment Australasia Association respectively. More details on how Mercer implements sustainable investment within WSU's endowment can be found in Mercer's Annual Sustainable Investment Report.

The University believes ESG factors can impact investment risk and returns over the long term. The University will therefore:

- Ensure it understands any material ESG risks and opportunities embedded in the portfolio's investments and manage them accordingly. This includes climate change-related risks and opportunities associated with the transition to a low carbon economy and the physical impacts of climate change
- Consider how material ESG factors are integrated into the investment process when choosing and monitoring investment funds and Funds Managers
- Require reporting on any material ESG risk and opportunity exposures from fund managers as part of an annual review.

The University believes that being a sustainable investor means using its influence as an investor, through proxy voting and engagement, to encourage good corporate governance and sustainable operating practices. Mercer publishes an annual Sustainable Investment Report (available from Mercer's sustainable investing webpage) which includes an overview of their active ownership activities, including proxy voting, collaborative engagement and direct corporate engagement.

In 2022 the University ranked joint first out of twelve Australian universities in its approach to responsible investment, noting this is the fourth annual responsible investment report produced. Achievements over the past year include:

- The University believes it is important to position its investments for a low carbon future. In 2022, the endowment continued its journey to net zero carbon emissions by 2050, in partnership with Mercer. As at 30 June 2022, the University's total investment portfolio was 13% less carbon intensive than its composite benchmark and had decarbonized by 12% year on year since June 2021.
- In keeping with the requirements of the Modern Slavery Act and our commitment to protecting human rights, WSU reviewed its investments for any potential exposure to modern slavery.

- The University invests in the Mercer Sustainable Plus International Shares fund, of which 52% was invested with managers that specifically target sustainability themes and/or impact investments, which further support our commitment to the SDGs. Sustainability-themed investments included a focus on renewable energy, waste management, health and social services, and sustainable consumer goods.

### Procurement Services

In August 2022 Procurement Services amalgamated with the broader Finance portfolio enabling greater visibility of whole of Procurement to Payment process and system workflows. Resourcing and capability building, with an emphasis on business partnering and service excellence, is a key focus to provide greater support to university operations and overall procurement effectiveness.

## STRATEGIC PROJECT IMPLEMENTATION AND IMPROVEMENT

### Enterprise Service Management

The first phase of Enterprise Service Management (ESM) using the ServiceNow platform was launched in 2021 and has driven digitisation of enterprise service across a broad range of functions, including HR, Student Experience, Marketing, Academic services, Project Management, Procurement, Facilities, Finance, Library and the International Office. Streams are in progress for Research Services and the Graduate Research School.

ESM is intended to generate productivity through the elimination/automation of transactional activities, facilitation of increased self-service, digital workflows, and standardised processes and ways of working. Access to services and knowledge is being streamlined and improved by the new central portals which now enable staff and students to search and browse comprehensive knowledge articles and services, making it easier to find and engage with people within the University.

# Division of Finance and Resources

## Project Management Improvement Program

The Project Management Improvement Program comprises the establishment and delivery of training programs, events and workshops to help uplift the project management capability of project teams and staff that are delivering strategic projects for the University. Key focus areas included the development of customised training packages, including research projects for staff and students.

## Business Continuity Management and Operational Resilience

Western is committed to enabling the timely recovery of University operations during a disruption through the establishment and maintenance of a Business Continuity Management (BCM) Program. Business Continuity is essential for ensuring that the University can respond to and recover from potential significant business disruption while meeting its organisational objectives and providing essential services.

The implementation BCM has comprised the establishment of an overarching pragmatic, effective and flexible University-wide framework, underpinned by Policy and Governance. The BCM Framework defines roles and responsibilities for BCM across the University and was informed by data gathering, analysis, recovery planning, training, exercises and testing. Ongoing operationalisation included broader senior management training and the coordination of a crisis management scenario with Senior Leadership.

## Service and Process Improvement

The Service and Process Improvement (SPI) Program is a University-wide project seeking to improve the University's shared operating model. This project will see considerable enhancements to the University's position while improving current service structures through reviewing and reengineering key end-to-end processes. The project will strengthen our operational culture, maturity, leadership, and governance, across all areas within our shared service matrix.

The project comprises an initial University-wide review into the evolution of Shared Services, which commenced in 2014. The review will deliver a blueprint for ongoing service improvement and is expected to extend into 2024.

## INFORMATION TECHNOLOGY AND DIGITAL SERVICES

ITDS continued to pursue an agenda of strengthening core software services and infrastructure, progressing major programs of work, and building cyber-security awareness and capability.

The resilience of core services was improved through several critical activities, including the migration of the University's payroll system to a modernised server platform, major upgrades to the desktop PC fleet, financial databases, class timetabling, WesternNow, and campus security systems. The University's data centre 'footprint' was consolidated and streamlined.

## Digital Acceleration

Digital Acceleration (DX) has been established as a strategic initiative to bring about technology shifts that enable new educational, research and innovation and operating models. Six themes of work make up the structure of Digital Acceleration: Infrastructure and Applications; Data and Information Management; Learning Experiences; Innovation Culture; Student Engagement, Recruitment and Retention; and Research Productivity. All themes have the objective of building and improving digital sophistication for Western's students, staff, community, and alumni.

As part of DX, the following key assessments have taken place:

- IT Infrastructure Audit: Undertaken to conduct high level assessment of IT infrastructure, operations, processes and governance, project delivery standards and IT enterprise architecture
- Data Architecture Gap Analysis: Undertaken to review current practices relating to information, data strategy, technology, and analysis/reporting tools

- Enterprise CRM Assessment: Conducted to assess the CRM needs across Western, the current applications suitability to meet those needs, a high-level benefit analysis of an enterprise CRM platform along with high level roadmap, and costs estimates.

## Student Management System

2022 was the first full year of operation for the Ellucian Banner Student Management System.

The following key activities were delivered successfully:

- Degree Audit capability was launched to students to support degree completion tracking and planning.
- Program Compliance capability was introduced to identify potentially Contrary to Program Rules students, which will enable proactive review and remediation to bring students back on track.
- Results management via the RePS module delivered improved result processing and reporting capability.
- Refinements were made in UAC Admission processes and enhanced deferment management capability.
- Enrolment and subject registration processes are being successfully navigated by students, with most students starting these tasks in self-service mode without support.
- Improvements to staff and student self-service capability resulted in reduced support demand.
- Introduction of an overnight data integrity checking framework (ODIN) is resulting in early detection, prevention, and remediation of student data issues.
- The first upgrade of the Banner solution was successful and without adverse impact to processes.

The SMS team continues to deliver new and enhanced processes via the Functional Delivery project and is committed to continual improvement of the new Student Management System.

**The Research Management Solution**

After major planning and procurement phases, the new ResearchMaster enterprise information system was implemented, and fourteen Higher Degree Research (HDR) business processes were transitioned from pdf/email methods to new digital eForms resident in ResearchMaster. Throughout the year, the RMS program partnered with the research portfolio to progress this digital transformation of research management.

**Cyber Security Strategy and Plan**

During 2021 and 2022 the move to working from home heightened the cyber threat risk profile, which has been further exacerbated by geo-political instability. In response, several projects were initiated in 2021 which will continue to improve our cyber security posture, the most notable of which is leveraging the AARNET Security Operations Centre for enhanced monitoring.

An updated program of work was developed and endorsed. The program of work balances the risks and operational costs associated with keeping the University's digital assets safe and focuses on high priority actions that are realistic and achievable.



# Division of the Senior Deputy Vice-Chancellor and Provost

## SENIOR DEPUTY VICE-CHANCELLOR AND PROVOST

### INDIGENOUS STRATEGY 2020-2025

#### Western Sydney University provides employment opportunities for the Indigenous community

The Ignite Indigenous Traineeship program was launched in early 2022 by the Office of the Deputy Vice-Chancellor Indigenous Leadership at Western Sydney University. Ignite provides a platform for Indigenous people in Western Sydney to participate in on-the-job training alongside vocational education and training in a large higher education organisation. The one-year fixed term traineeship program includes basic administration operations within a participating business unit of the University. Trainees enrol in a Certificate III in Business (Administration) through The College. Eight trainees will complete their traineeship in early 2023, each possessing a skillset for further employment in the higher education sector.

#### Western Sydney University is a place committed to the success of Indigenous students

In 2022 Western had 846 Indigenous students, an increase from 816 in 2021. Of particular note, 179 Indigenous students completed their qualification in 2022, a 26% increase from 135 completions in 2021.

The Badanami Centre for Indigenous Education provided outstanding academic, cultural and pastoral support to all Indigenous students at Western. The Office of the Deputy Vice-Chancellor Indigenous Leadership and Office of the Pro Vice-Chancellor Global Development collaborated to send seven Indigenous students to Taiwan for two weeks. This initiative was part of the New Colombo Plan, the first trip for which Indigenous students have been offered an international experience.

#### Western Sydney University has strategic commitments to Indigenous Education

Demonstrating ongoing commitment to strengthening Indigenous education, employment, engagement and research, all twelve Schools at Western now have their own Indigenous Strategy. In addition, the STEM Cluster released its Indigenous Strategy in 2022. These strategic documents reflect the commitments outlined in the *University 2020 – 2025 Indigenous Strategy* and provide a roadmap for how these goals will be achieved at a local level.

## SCHOOL OPERATIONS

Western Sydney University's Schools deliver core operations across teaching, research and engagement aligned with the University's strategic plan, *Sustaining Success 2021 – 2026*.

### Connectedness

Following the past two years of various COVID-19 restrictions, Schools focused on enhancing connections with their staff, students, industry and community partners in 2022.

The **School of Computer, Data and Mathematical Sciences** reached out to high schools to enhance students' understanding of, and interest in, Mathematics and Information Technology.

The **School of Business** established the *BluePrint Business Ideas Competition*, attracting 37 submissions from schools and involving over 150 secondary school students.

Numerous industry partnerships, including with international partners, were established across most schools. The **School of Education** was successful in several tenders with government agencies and partners, including the *Grow Your Own Teacher Education Program*, which will support School Learning Support Officers to upskill and study teaching degrees whilst working in local schools. The School also continued their engagement with key partners through ongoing research programs and in the provision of professional learning for teachers and school leaders.

The **School of Humanities and Communication Arts, School of Education and School of Psychology** engaged closely with the Canterbury-Bankstown community with the imminent move from the University's Milperra Campus to Bankstown City Campus.

The **School of Engineering, Design and Built Environment** enhanced connections with industry partners and community hosting five international conferences in 2022. The School was also involved in the IAT-Construction with TAFE NSW and continued work with UNSW on the collaborative Engineering Program.

Clinical education continued with the **School of Nursing and Midwifery**, **School of Medicine** and **School of Health Sciences** working closely with Local Health Districts (LHDs) to increase the number of clinical placements for our students to support the allied health and medical workforce. The **School of Nursing and Midwifery** established the Extended Nursing Placement Program partnership with Far West and Western LHDs to support rural placements across a range of health services, including Aboriginal Health Services in Broken Hill and Mildura. The **School of Medicine** was also selected as the preferred partner by Charles Darwin University to assist in developing their medical program.

With the re-opening of international borders, Schools maintained and increased connections with international partners. The **School of Computer, Data and Mathematical Sciences** continued its strategic initiatives with ATMC, Centurion (India) and UEH (Vietnam). The **School of Social Sciences** enhanced international mobility for students including the New Colombo Plan (NCP) Project in Nepal. Another NCP funded international delegation led by the **School of Law** saw students enrolled in the elective subject *Legal, Economic and Social Transformation in Taiwan* travel to Taiwan to engage with Taiwanese students, academics and legal professionals. Schools also saw a significant increase in international enrolments in 2022, bringing international student numbers back to pre-COVID-19 levels.

Connections across the University were strengthened by 27 Strategic Initiative Fund (SIF) projects, mainly focused on connectedness across Schools, Clusters and with external partners. One such project was led by the **School of Humanities and Communication Arts**, where academic staff partnered with students to explore student retention in the Bachelor of Arts and consider students' sense of belonging as a factor in their interest in completing their degree. This research is informing a strategy to improve student retention.

## Transformation

The **School of Business** designed and planned the Financial Trading Lab at IPSQ, which will officially open in February 2023. Using FactSet financial data, the Lab will enhance research and postgraduate teaching, support the introduction of new Fin-Tech programs, and deliver community-based financial literacy workshops.

New programs were developed across many schools, including the Juris Doctor and Master of Construction Law developed by the **School of Law**, and the Bachelor of Early Childhood, integrating with VET qualifications, by the **School of Education**. The **School of Business** is redesigning postgraduate curriculum as part of the Transformation Program PGx Strategic Initiative. The **School of Psychology** developed a major school-wide curriculum strengthening and enhancement project across all programs and years.

The **School of Health Sciences** oversaw the refurbishment of the UniClinic space at Campbelltown Campus, modernising the clinic and incorporating consultation rooms for the new Speech Pathology program. This space provides state-of-the-art clinical training for students and an invaluable service to our community.

## Equity

The **School of Law** further developed the Justice Clinic, providing a much-needed service to our community. The Justice Clinic provides an opportunity for penultimate year Law students to complete the Clinical Legal Placement Unit.

The Centre for Male Health led by the **School of Health Sciences** focuses on research, engagement, advocacy, and policy, including the coordination of Men's Health Week. The Centre increased the services of The Shed (including the new Clinical Outreach Podiatry Program). The Shed is overseen by a Council of Leaders comprised of staff from the School, staff from The Shed, legal services, and Community Corrections, among others, to promote linkages and better service the community.

The **School of Medicine** completed its largest ever medical cohort despite the challenges caused by COVID-19, including the completion

of its largest cohort of Indigenous students (7%). The **School of Social Sciences** celebrated the outstanding success of its Indigenous researchers, including the first Indigenous-led ARC grant at Western for over 10 years and a \$1m grant received from Closing the Gap and the Australian Disability Strategy. The **School of Computer, Data and Mathematical Sciences** implemented strategies to increase staff awareness of Indigenous protocols and knowledge.

## Sustainability

School research continued to grow, with over \$21.47m in external research income awarded. Outstanding projects include two prestigious ARC Future Fellowships in the **School of Science** that will advance knowledge of crop tolerance to drought and salinity and consequent impacts on food security. Researchers in the NANO Group within the **School of Science** secured funding to develop a world-first artificial intelligence to enhance radiotherapy and personalise cancer care. The Smart Irrigation Management for Parks and Cool Towns (SIMPACT) project, led by the **School of Social Sciences** Associate Professor Sebastian Pfautsch, received funding of \$3m to optimise water management in parks and recreational spaces. Researchers from the **School of Engineering, Design and Built Environment** were connected with two Australian Research Council (ARC) hubs, with Professor Vivian Tam awarded an ARC fellowship worth over \$1m for the development of Het-Crete, the world's first building material for high grade construction that uses mixed construction and demolition waste, combined with environmentally friendly chemicals.

The **School of Psychology** was awarded accreditation by the Australian Psychological Accreditation Council (APAC) with all conditions met. The **School of Nursing and Midwifery** also successfully obtained re-accreditation of all Nursing pre-registration programs and achieved a ranking in the top 50 in the QS Rankings by Subject for Nursing.

The **School of Humanities and Communication Arts** held an inaugural Arts Career Expo, designed to help Arts, Pathways to Teaching and International Studies students network with industry partners.

# Division of the Senior Deputy Vice-Chancellor

## OFFICE OF UNIVERSITY SECRETARY

The Office of the University Secretary (OUS) comprises the University Secretary, the Office of Governance Services and the Office of Audit and Risk Assessment. The work of the portfolio supports the University's strategic plan, *Sustaining Success 2021 – 2026*, and its mission, values and principles by defining and developing good corporate governance strategies, procedures and programs, and in overseeing the delivery of enterprise-wide risk management and internal audit services. The OUS provided advice and support to the Board of Trustees (and its Committees), Academic Senate, and to senior officers of the University on governance, policy, audit and risk assessment matters and operational issues affecting the University, including through facilitating the election of a new Chancellor.

The OUS focused on promoting and embedding an institutional culture with high standards of ethical behaviour, accountability, transparency and regulatory compliance, in line with the University's values of boldness, excellence, fairness and integrity. This was pursued through OUS' contribution to good governance, effective monitoring and assessment of risks, provision of internal audit, conduct of investigations, monitoring fraud and corruption across the University and strategic risk assessment and management of student misconduct.

The Audit and Risk function underwent an external review in 2022 and was rated as mature, with internal audit practices found to be fully compliant with the Institute of Internal Auditors Professional Standards. The recommendations from this review were considered and most are under implementation. The *Risk Management Policy* and *Guideline* were revised, along with the University's Strategic Risk Register and Risk Appetite Statement. A University-wide enterprise risk management system was developed, with training delivered to staff.

The Office of Governance Services' major policy review and reform has continued, including finalising 173 documents and the management of 18 revisions of the Delegate Category Table and 16 sets of revisions of the Schedules supporting the *Delegations of Authority*

*Policy*. A review of the University's policy suite commenced in late 2022, which will enable the policy suite to be more streamlined and effective, and increase ease of use for users.

The new People and Culture Committee of the Board of Trustees was established, with Governance Services providing support for this Committee. Governance Services continued to support School and Institute governance meetings, management of privacy incidents, and misconduct and appeals cases – the latter of which has seen an increase in complexity and volume.

## OFFICE OF GENERAL COUNSEL

The Office of General Counsel (OGC) is responsible for the provision of legal advice and services to the University, including the Board of Trustees, the Chancellor, the Vice-Chancellor and other senior executives and officers of the University. The OGC also oversees complaints management and assurance of legislative operational compliance within accountable business units as part of the University's regulatory compliance program. The following is a summary of several significant achievements in 2022:

- Legal services associated with the Western Growth developments, including Westmead Stage 1 completion, projects in the pipeline and those nearing completion (Milperra, Werrington, Bankstown CBD, Macarthur Heights, and Lang Walker AO Medical Research Building)
- Management of the delivery of the University's Modern Slavery Annual Statement and *Modern Slavery Prevention Policy*, in compliance with the Modern Slavery Act 2018 (Cth)
- Expansion of the University's Compliance Management Program, inclusive of cataloguing and assessing key obligations, and non-compliance risk and assurance activities, and its Conflict-of-Interest disclosure processes (for all Staff, and Board, Board Committee, and entity members) to the University controlled entities
- Commenced the onboarding of the University and its controlled entities to the National Redress Scheme

- Implemented the recommendations of the 2020 Complaints Resolution Unit (CRU) Review to improve the services delivery of the Complaints Resolution Unit. The CRU managed 475 matters in the first ten months of 2022. 87% of matters were resolved in 21 days or less. 13 matters were externally reviewed by the NSW Ombudsman and all were upheld and resolved
- Reviewed and implemented reforms to the *Management of Sexual Offences and Student Misconduct Policy and Procedure* to align with "trauma-informed" practices
- Commenced work on the acquisition of a digital case management system to drive improvement and efficiencies in complaint handling, management and resolution
- Finalised the *Western Sydney University Academic and Professional Staff Agreements 2022* and the *Western Sydney University The College Enterprise Agreement 2022*, including drafting the Agreements and all material required for the Agreements to be put to staff vote, and preparing Fair Work Commission approval paperwork to secure approval of the Agreements prior to year-end.

# Division of People and Advancement

## PEOPLE AND ADVANCEMENT

### STUDENT EXPERIENCE AND MARKETING

#### Attract and Retain Students

The Office of Student Experience and Marketing (SEM) innovates to improve student success (completion rates and satisfaction) and student enrolment. A focus on retention in recent years has created a cycle of improved student completion and advocacy, in turn driving brand health and demand.

Western Success (WS) is the University's central initiative for the coordination and delivery of support to improve student experience and success. WS has progressed from a pilot of 1,200 students and five advisors in late 2019 to now supporting 10,000 students with a team of around 50 advisors and support staff. Retention rates have shown significant improvement for students supported by WS, as have advocacy (NPS) and other key metrics.

A comprehensive review of the enrolment process identified opportunities to improve conversion through a simplified, responsive and supported enrolment process. This was applied to the undergraduate certificate enrolment process leading to a significant uplift in the conversion rate. The focus is now on improving the broader, more complex enrolment process for both undergraduate and postgraduate programs.

Assisting enrolled students through the period to census is a priority. Simplified communications, webinars, outreach calls and improved identification and response to at risk students aim to retain more students at the critical census date. Expanding the case management approach used by Western Success to assist more new enrollees will improve census retention.

The University's Unlimited branding was revitalised in 2022 to reflect Western's number one in the world THE Sustainability ranking. Unlimited 3.0 affirmed the University's place in Western Sydney and the world, reflecting our pride in our place, our role in the community, our growing international reach and our reputation as a student-centered

and research-led university. The revitalised branding was used across a range of 2022 recruitment campaigns in digital and out of home formats.

#### OFFICE OF PEOPLE

The Office of People (OOP) is focused on staff and student success and wellbeing. The OOP delivers strategic and operational outcomes across: recruitment and onboarding; employment relations; HR partnering; payroll operations; employee and leadership development; work health safety and wellbeing; student wellbeing and safety; student and graduate success; and alumni partnership and connections.

#### Employment Relations and HR Partnerships

Following a collaborative, engaged process, staff voted in support of new *Professional and Academic Staff Agreements* in November 2022. The new Agreements provide a range of enhanced benefits for all staff, including increased parental, partner, family and domestic leave provisions. The *Academic Staff Agreement* outlines a sector leading decasualisation program that will see 150 FTE academic positions created to achieve a 25% reduction in casual academic employment.

The Recruitment team facilitated the sourcing and onboarding of 200 academic roles, 580 professional roles, and 60 senior professional and academic appointments. The team also supported 330 honorary appointments, recruitment of 140 roles at The College and recruitment of casual staff across the University.

#### Culture, Engagement and Staff Development

The University Culture and Engagement Survey (CES) was conducted in late October. The survey consisted of 51 questions and was open to ongoing, fixed-term and casual staff. There were 2,001 survey responses – a 41% participation rate across all staff categories. The results from this survey will be used to set a baseline for employee engagement, which received a favourable score of 61% in the survey.

The 2022 Senior Management Group conference featured leadership development in the prevention of harassment in the workplace, enhancing our culture to ensure staff and students feel supported. The launch of the "We Support You" initiative built awareness of workplace harassment and resulted in an increase in the propensity of staff to raise concerns. The University will increase "We Support You" training and leadership support across staff and student cohorts, underpinned by revised policy and procedures.

Key staff development, engagement and recognition programs included:

- Living our Values Professional Staff Conference: The conference was a hybrid event with 1,350 online and 220 face-to-face attendees
- Academic and Professional Mentoring Programs: Over 80 staff mentored during 2022
- Inspire Leadership Program: 70 participants from across the University's staff
- University Excellence Awards: 79 individuals and 22 teams received nominations, with 27 winners and 11 highly commended awards.

#### Graduate Success, Alumni Support and Partnerships

Graduate Success, Alumni Support and Partnerships grows the University's profile by connecting with key partners and co-creating career and personal growth opportunities. A revised Graduate Recruitment Accelerator Program was launched in 2022, providing individual workshops and employer events alongside resume checking and individualised feedback for graduates.

Programs to develop, support, engage and celebrate students and alumni included:

- Highflyers virtual internship program in collaboration with external partners including Deloitte, KPMG and EY
- Univariate, Global Scope, SAIEP, Inspiration Australia, Global Challenge and student hackathon employment enhancement programs

# Division of People and Advancement

- Student career development support via workshops, individual consultations, and the CareerHub questions portal
- Western Mentoring (student/alumni) with 250 new registrations recorded in the Western Mentoring platform
- GradLife Magazine and Alumni Awards
- International Alumni Events to reconnect with our International Alumni communities in Germany, India, Indonesia, the UK, and Vietnam
- Establishment of new Alumni Affinity groups in the UK, India, and Indonesia, as well as an Indigenous Alumni Group in partnership with the Office of the Deputy Vice-Chancellor Indigenous Leadership.

## Diversity and Inclusion

In addition to web resources, advice, and strategic policy insight, Diversity and Inclusion influences practices and behaviours across the University through Equity and Diversity Working Parties (EDWP). There are 14 EDWPs and 102 members across the University's Schools, Research Institutes and Divisions. EDWP focus areas for 2022 included mentoring women through academic promotions processes, local workshops on preventing and responding to gendered violence, and workplace flexibility and inclusion for staff of diverse backgrounds. Over 20 training sessions on inclusive practice and prevention of discrimination and harassment were attended by almost 300 students and staff, while more than 400 students and staff participated in workshops on gendered violence prevention and response options.

Through the Gender Equity Strategy and Action Plan the University has implemented a range of strategies to help reduce our pay gap, including annual pay gap analysis, affirmative recruitment, improved flexible working provisions, and targeted mentoring programs. This work has seen the University reduce its gender equity pay gap to 11.4% in 2022, well below the national average pay gap of 22.8%. 2022 also saw improved academic promotions process and outcomes for women and other applicants with equity considerations, resulting in an 83% success rate for women applicants and 82% for applicants with specific equity considerations.

## Work Health Safety and Wellbeing

The WHSW Unit monitored COVID-19 cases on campus in support of the 'return to campus' initiative. The University supported drive-in COVID-19 testing stations and offered COVID-19 booster vaccinations on campus. Self-test kits were made available to all staff and students.

Compliance inspections and audits across the University were completed, with a focus on construction, hazardous chemicals, competency and certification, and other high risk areas including workshop facilities. There has been a 10% increase in reporting of incidents, hazards, and near misses in 2022, reflecting the return to on-campus operations. The WHSW Unit undertook 130 ergonomics assessments, with a further 1,046 staff completing self-assessments.

## Wellbeing and Resilience

The University's Influenza Vaccine Program moved to a voucher system, with 816 staff receiving the vaccine at local providers. The Employee Assistance Program (EAP) supported 316 staff throughout the year. Main areas of support provided related to budgeting and resilience in personal and professional settings. Internal campaigns included communication and mindfulness for leaders.

With a focus on student and staff engagement and co-design, the Mental Health and Wellbeing Team (MHWT) develops University-wide relationships and creates student-focused opportunities for engagement in the prevention and promotion of positive mental health and wellbeing initiatives. 79 students were directly involved in the delivery of MHWT promotions and events in 2022, which were co-created through partnerships drawn from student and staff groups across the University.

MHWT's significant highlights for the year include:

- 3000 students attended Cultural Wellbeing groups, workshops or placements.
- The Bayanihan Group Work sessions for Fijian students was awarded the 2022 WSU Student Club Award for Community Service.

- The Talanoa Initiative for Pasifika Students was the winner of the 2022 NSWCP Pacific Award in Education.
- An MOU with the Matavai Cultural Arts Centre, Liverpool was established to support student placements in 2022 and 2023.
- 12 major health promotion campaigns – including RUOk, Uni MHWT Day and Picture This – were attended by 6200 students.
- Psychological First Aid Training was offered to 300 students and front-line staff across WSU.
- 37 workshops on MHWT topics were conducted for 995 participants from diverse groups including the GRS Student Services Hub and the Western Success team, increasing awareness, knowledge and understanding and building resilience.

The Wellbeing Service assisted 5,714 students in 2022. This included providing counselling support to 2,327 students, designing and/or helping to implement 1,800 Academic Integration Plans for students with disability, assisting 652 students with accommodation issues, and supporting 358 students who are carers with academic adjustments. Students accessing support from the Wellbeing Service received on average 6.5 occasions of service in 2022, compared to an average of four occasions of service per student in 2019. This represents an increase in the complexity of student presentations requiring more intense support.

The Wellbeing Service provided financial assistance to 594 students to help cover costs such as housing, food, textbooks, and laptops.

The Client Services team responded to 10,859 emails, answered 10,163 phone enquiries, and responded to 750 WesternNow requests for wellbeing assistance.



## OFFICE OF ENGAGEMENT AND ADVANCEMENT

The Office of Engagement and Advancement (OEA) builds innovative and inclusive programs for the people of Western and its communities. OEA's work of transformation and connectedness is enabled by the Future Student Engagement team, the Office of Advancement, the Maldhan Ngurr Ngurra Lithgow Transformation Hub, the Academy, and the Scholarships, Partnerships and Engagement team.

### Future Student Engagement

During 2022 the University's Future Student Engagement Unit continued to provide high quality experiences of the University, both on campus and in Western Sydney schools, to engage and encourage prospective students to see higher education and Western in their future.

409 Year 12 students from across four high school engagement programs enrolled at the University for Autumn 2022 commencement, up from 385 program participants in 2021. This is a 6% increase in the overall number of Year 12 program participants enrolling at the University between 2021 and 2022. Over 320 individual activities were delivered to 9,054 high school students and 205 teachers across more than 100 Western Sydney high schools through engagement programs compared to 337 activities and 8,674 students in 2021. Online HSC study sessions provided Year 12 students in Western Sydney with support in their HSC preparation across 14 subjects. Experienced HSC teachers and markers delivered the sessions to 2,096 unique Year 12 student attendees, a 17% increase from 2021.

233 individual activities were delivered to primary school students through the First Foot Forward and Heartbeat engagement programs, reaching 6,966 students and 281 teachers from 83 different schools compared to 226 activities and 7,677 students in 2021.

The Pasifika Achievement to Higher Education (PATHE) Program celebrated its 10 Year Anniversary in 2022. In that time, the number of students from a Pasifika background who have graduated from Western has grown from 15 in 2012 to 183 in 2020. Enrolments of students from a Pasifika background have also grown from 186 in 2012 (0.46% of total student population) to 1,483 in 2021 (3.09%).

The Academy U pilot program was launched in 2022 for high achieving Year 9–12 high school students. Academy U provides engaging academic experiences and encourages enrolment at Western. A key element of the program sees students undertake a level one first year subject – Leadership in Complexity – during Year 11. A total of 50 students completed the unit with three receiving a Distinction grade and a further 20 achieving a Credit grade.

### Advancement

#### Foundation Council

The Foundation Council is a sub-committee of the Board of Trustees comprising distinguished business and community leaders and alumni. The University's impact is advanced with the help of their leadership, counsel, and philanthropic contributions. In 2022, the Foundation Council members were:

- Professor Peter Shergold AC
- Professor Barney Glover AO
- Peter Brennan AM (Chair)
- Gabrielle Trainor AO (Director from Whitlam Institute Board)
- Holly Kramer (Director from Board of Trustees)
- Emeritus Professor Paul Wormell (Director from Hawkesbury Foundation)
- Cameron Clyne
- Ehsan Fallahi
- Matt Graham
- Martyn McCarthy
- John Schembri
- The Hon Dr Helen Sham-Ho OAM
- Kim Williams AM
- Talal Yassine OAM

We acknowledge and remember the generous contribution of Foundation Council member Mr Nicholas Moraitis AM, who passed away in June 2022.

### Philanthropic Support

The Office of Advancement raised \$7,832,652 in new philanthropic support for the University and received donations totalling \$12,232,384. Donations received included \$4.7m from Charter Hall to establish, in perpetuity, the Charter Hall Chair in Neuroscience.

Significant new donations included an anonymous gift of \$2m to support the work of the NICM Health Research Institute in advancing the frontiers of integrative approaches to healthcare. The Paul Ramsay Foundation committed a generous grant of \$1.97m for the Thrive: Finishing School Well research program. The Wilson Foundation donated \$660k for the Medicinal Cannabis and Endometriosis study to research effective pain management strategies for those affected by endometriosis.

The Town and Gown gala dinner was held on Saturday, 29 October 2022 raising funds towards the establishment of The Peter Shergold Refugee and Asylum Seeker Scholarships Fund. The \$2m fund will support scholarships in perpetuity honouring the contribution of Professor Peter Shergold AC during his time as Chancellor of Western Sydney University.

### Maldhan Ngurr Ngurra, Lithgow Transformation Hub

The Maldhan Ngurr Ngurra Lithgow Transformation Hub, officially opened in May 2021, is the result of extensive community engagement with government, industry, community, education, and University stakeholders. The Wiradjuri name *Maldhan Ngurr Ngurra* means “workmanship together, side by side” and was gifted by Elder Auntie Helen Riley. The first full year of operation for the hub built community engagement and developed partnerships to enable the Hub's vision: to act as a catalyst for regional collaboration towards sustainable futures.

In addition to a range of engagement activities, various organisations use the Hub for meetings, training, and events. The Hub also hosts a co-working space. 450 separate meetings, events, or training sessions were held at the Hub, with over 5800 people through the building during 2022.

# Division of People and Advancement

## Regenerating Lithgow: People, Place and Planet

Regenerating Lithgow is a capacity building project assisting recovery from the impacts of the Black Summer bushfires. Funded by the National Recovery and Resilience Agency, the project provides education, skills building, mentoring and creative activities to improve resilience across natural, built, economic, and social environments. The project has created a youth media lab; permaculture and landscape resilience courses; community murals; trades and local Council planning education; a range of citizen science and arts activities; and the Lithgow New Economy Symposium.

## Partnerships and Engagement

The Corporate and Community Partnership team offered cross-disciplinary student and staff experiences with the University's partners throughout 2022. The team completed negotiations and renewed partnership agreements with the following partners for a further term of three years:

- Western Sydney Wanderers
- Giants AFL
- Sydney Zoo
- Semi Permanent (12 months).

Some of the benefits delivered to students throughout the year included the facilitation of multiple internships with Western Sydney Wanderers (WSW), Giants AFL and Sydney Zoo; mock-press conferences; behind the scenes tours; and various game-day experiences.

The team launched the Social Justice Network (SJN) in April 2022, chaired by Professor Alpha Possamai-Inesedy. SJN delivered five events, including the Ukraine Ambassador to Australia Q&A session. In addition, Corporate and Community Partnerships executed and supported the delivery of multiple regional awards programs, including the Women of the West Awards, Zest Awards/Chancellor Unsung Hero Awards and Young Achiever Awards.

## Scholarships

Over 500 new domestic student scholarships were awarded in 2022 and over 1300 payments processed. Scholarships included a combination of University-funded, Donor-funded and Commonwealth-funded scholarships. The scholarship journey managed by the Engagement and Advancement portfolio includes assessing applications, making offers, awarding new scholarships, payments to new and continuing student recipients, and ensuring recognition on students' AHEGS.

## The Academy

The Academy at Western is a place for high potential students to learn, grow and transform as leaders and changemakers. The Academy undertook an extensive review of its activities and subsequent engagement levels in 2022. As a result, The Academy has made key transformations to relaunch and revitalise its offering and membership structure from 2023. Key future changes will include a reduced membership footprint with more concentrated points of contact leveraging close industry connections.

## OFFICE OF STUDENT AND UNIVERSITY PLANNING

The Office of Student and University Planning comprises three areas: Competitive Intelligence and Analytics (CIA), Data Integrity, Quality and Operations (DIQO) and an Executive Support Office (ESO). A Pro Vice-Chancellor Student and University Planning was appointed in May 2022 to lead the portfolio. The portfolio has delivered against its operational objectives in 2022.

Alongside the work done in each of the areas, Student and University Planning has contributed extensively to University-wide projects, including the Admission to Enrolment Optimisation Project; Student Management System functional delivery; Post Implementation Review of the 2020 Student and University Planning Organisational Change Plan; the Service and Process Improvement project; and Student Retention Initiatives.

## Competitive Intelligence and Analytics

Following the successful introduction of AI and Machine Learning student load forecasting in 2021, work has been undertaken to strengthen the foundations of the Artificial Intelligence/Machine Learning used in the Load and Enrolment Optimisation model (LEO). This work, combined with improvements to data quality and availability, is integral to ensuring the model's sustainability and underpins planned augmentation of the model such that processing times are further reduced and modelling and predictive capabilities are improved.

The benefits of LEO were evidenced in the release of an expanded Standard Reporting Hub. The Hub enabled staff to independently access machine learning models for 2023 load predictions and improved the capability and visualisation of the ATAR Adjustment tool – a tool that informs the decisions made during admission rounds.

Work continued on implementing Job Ready Graduates (JRG) and ensuring alignment with the requirements of the Commonwealth. This work was made more complex due to the parallel introduction of the Tertiary Collection of Student Information (TCSI), the Commonwealth's new student data reporting platform, and a new Student Management System.

540,000 Student Feedback Surveys were released on time across 31 teaching sessions with students now being sent only one personalised email to notify them of survey availability. Staff receive weekly response rate reports for their subjects.

Significant improvements were made to the work CIA undertakes for ranking submissions. In particular, the Times Higher Education Ranking submission team received the VC Leadership Excellence – Team Award in recognition of their work.

### Data Integrity, Quality and Operations

Data Integrity, Quality and Operations is responsible for leading and informing student and academic administration, and ensuring the University's associated operational and legislative requirements are met. DIQO's work aligns with the student journey and involves multiple engagements with academics for curriculum management, timetabling, assessment and examinations.

The success of the area is underpinned by the robustness of the University's systems and processes. DIQO was instrumental in the development of the Student Management System functional delivery plan, created in collaboration with SMS Project team, SEM and other key stakeholders.

Workload volume was high across all areas. Admissions processed 36,566 offers and 18,787 HSC True Reward offers. Enrolments managed a large volume of student activities and program variations to facilitate successful enrolments for commencing and continuing students. The Graduation team produced more than 70,000 graduation documents for the 11,952 students who graduated in 2022. Student Finance successfully managed the Low Completion Rate changes (required as part of the Job Ready Graduates Package) resulting in the University meeting this compliance requirement and setting an effective process in place for the management of this student cohort.

Results and Progression timetabled over 100,000 exam sittings and released a total of 187,000 subject results to students. Curriculum Operations supported the approval and implementation of over 1,363 curriculum changes (new, variations and retirement of programs, fields of study and subjects). Education and Academic Program Services published over 2,873 Learning Guides and processed over 473 Tracking Subject Changes (TSC) forms, while Timetabling scheduled more than 17,500 activities for over 5,400 subjects.

The Curriculum Quality Team and Course Accreditation function moved to newly created portfolio of Educational Partnership and Quality within the Academic Division. Program Compliance work, previously undertaken by the SMS team, moved to DIQO in October. The team's focus is to ensure students' programs of study are aligned to program requirements and reflected in the SMS.

# Division of Research, Enterprise and International

## RESEARCH, ENTERPRISE AND INTERNATIONAL

### Division of Research, Enterprise and International

The Division of Research, Enterprise and International launched its five-year strategic plan in 2022. This plan, informed by the University's strategic plan, Sustaining Success, is the first consolidated plan for the reshaped Division. *Optimising the Future: STEM Decadal Plan 2022 – 2031*, was launched in 2022.

The plan details a transformational STEM future for the region and beyond, drawing on STEM education, research and development across the University. These ambitions were articulated as the Division experienced its first year post implementation of the *Future Directions* organisational change in Research Services and Research Infrastructure.

### Building and promoting research capacity in areas of existing and emerging strength

The Research Block Grant allocation for Western Sydney University under the Research Support Program (RSP) was \$8,169,922 compared to \$8,431,390 in 2021. The Research Training Program (RTP) was allocated \$14,204,221, up from the 2021 allocation of \$12,467,355. The total RBG funding in 2022 was \$22,374,143 compared to \$20,898,745 in 2021. This represents growth of 7.1% on 2021 RBG allocations compared with 0.9% overall growth in RBG allocated to Higher Education Providers in 2022, excluding the 2021 additional RSP support of \$9,162,735 provided by the federal government in response to COVID.

The Division progressed its focus on grand challenges and bringing together multidisciplinary cohorts to tackle these through the Strategic Research Initiatives (SRIs) and Institutes. The decision made in 2021 to establish the Urban Transformations Research Centre saw this new cross-disciplinary centre launched in 2022 during Research Week. The launch was attended by the Hon Rob Stokes, NSW MP, Minister for Infrastructure, Minister for Cities, and Minister for Active Transport; Meg McDonald, Environment Commissioner, Greater Sydney Commission; and Monica Richter, Senior Manager, Low Carbon Futures, WWF Australia

and inaugural Chair of the UTRC Advisory Board.

Leading this new SRI are co-Directors Professor Nicky Morrison; Professor and Chair of Urban Transformations, Professor Greg Morrison; and Deputy Director Professor Sarah Zhang. Urban Transformations focused on laying the foundations for the Centre, including the recruitment of a Centre Manager and the establishment of an Advisory Board. The Urban Transformations Research Centre partners with industry and community to tackle the complex challenges posed by the contemporary urban environment. These include the environment and climate emergency, including achieving net zero; healthy buildings; resilient communities; the circular economy; and the minimisation of waste and the reuse of materials. The Centre also focuses on the health and wellbeing, physical and social determinants that make up sustainable urban environments.

Industry focused theme events were organised and delivered by the Research Theme Champions throughout the year including during Research Week. The events delivered during Research Week included:

- Partnerships in Ecology and Conservation
- Unlocking Possibilities through Academic-Healthcare-Industry Collaboration
- Transformation in Education and Work: impact and evolution of digital technology
- Zero Carbon Emission and Disaster Response: Development for the Future of Australia
- Launch of 'Living Well with Global Development Delay' website.

In addition to the Theme focused events, Research Week 2022 delivered sessions on:

- Academia, Industry and Society: What is the future of research? – delivered by the Cluster Advisors
- Gender Unlimited: Unlocking equity in academic promotions – delivered by SAGE
- Academic Development Program Showcase – delivered by the Office of the DVCREI
- Unlocking Indigenous Research Excellence – delivered by the Office of the Deputy Vice-Chancellor Indigenous Leadership.

The 2022 Research Week keynote was delivered by Dr Jill Freyne, the Deputy Chief

Scientist for CSIRO, who presented on digital transformation and innovation, and the importance of co-designed research. The event was attended by more than 100 people both in person and online.

The sixth edition of Future Makers – the University's showcase research magazine – was released in the second half of 2022, featuring 16 stories illustrating the University's innovative and impactful research. This edition of Future Makers, The COVID Issue, focused on Western's cross disciplinary research in addressing the impacts of COVID.

The Division ran the inaugural Winter Scholarship program, offering the opportunity for undergraduate WSU students to be part of either a Partnership Winter Scholarship or a University Winter Scholarship. The inaugural program received 81 project proposals from 12 Schools, and four Institutes. 63 students were placed into 52 projects with total funding support of \$189,408.

Ten projects were identified as partnership scholarships within the winter cohort. Partners included Muurrbay Aboriginal Language & Culture Co-Op, South-Western Sydney Local Health District, Harbison Care, Analytikk Consulting and the City of Parramatta Council.

The 2022 Summer Scholarship program had an intake of 110 students with an annual funding average of \$385,000.

### Acceleration of national and international collaboration with industry and end-users and Entrepreneurship

The Partnerships Strategy, implemented in 2021, continued to improve cross-unit collaboration, encourage strategic management practices, leverage existing partnerships and capitalise on new relationships.

Western Sydney University was named as a core partner in the NSW government's Decarbonisation Innovation Hub. The Government's \$15 million investment in the Hub aims to fast track the research, development, and adoption of decarbonisation technology and practices across sectors and regions of NSW in order to support the government's goal of achieving net zero emissions by 2050.

The NSW Decarbonisation Innovation Hub comprises partners including UNSW Sydney, University of Newcastle, University of Wollongong, University of Technology Sydney, Charles Sturt University, the NSW Department of Primary Industries and Climate-KIC.

Western Sydney University was named to host the Land and Primary Industries (LPI) Network – one of three Research and Development Networks underpinning the Hub's activities. Partners in the LPI include Southern Cross University, the University of New England and the NSW Department of Planning and Environment. The LPI is led by the Hawkesbury Institute for the Environment and leverages expertise from across the University.

Commercialisation opportunities were supported through a number of initiatives delivered by the Enterprise portfolio. The Western Venture Fund was established in 2022 and awarded funding to inaugural projects. The Fund seeks to increase commercialisation and translation prospects for research across the University. This was coupled with Venture Makers entrepreneurship training, which developed short courses, stackable into a unit of study, offered as elective and integrated within new Entrepreneurship undergraduate offerings. Additionally, research commercialisation training was delivered to 30 researchers and higher degree research students.

Two Venture Makers Open Innovation challenges (Metaverse and Accelerating to Net Zero) were delivered in 2022. Teams comprising international students and researchers from Vietnam, Japan and Australia engaged in these challenges.

Launch Pad established a presence at the Parramatta Engineering and Innovation Hub, facilitating regular engagement with the Western 4.0 network. In August Launch Pad Vietnam was launched.

Launch Pad supported a range of Start-up and SME businesses at different maturity stages from its Werrington and Parramatta sites. Support services included provision of workspace, mentoring, network building, investment links, collaborative R&D and access to a range of Start-up accelerator programs. Start-up acceleration included assisting 75 founders across 63 start-up

companies. From this cohort, 28% of start-ups had female founders with approximately 50% of founders affiliated to the University as either students, staff or alumni, and 50% being founders supported from the community.

Launch Pad further developed its Venture Makers entrepreneurship skills training program for current students including the development and approval of a new entrepreneurship foundations subject and a series of hackathon style innovation challenges with key partners including Virbela, a metaverse technology company from the USA and Climate-KIC Australia, a Net Zero knowledge and innovation community. These challenges involved students from 10 schools along with international participants from Western's Vietnam campus, who joined virtually. As an expansion of Launch Pad's activities in 2022, a new collaboration with GE Additive delivered a short course training program in Additive Manufacturing to over 100 industry participants with funding support from the NSW Governments New Education and training Model (NETM) program.

#### **Researcher training and development and gender equity**

Further investment in researcher development saw the recruitment of a Researcher Development Coordinator, commencing in January 2023, and a Research Curriculum and Learning Coordinator, to commence in May 2023. These new roles will help deliver the Researcher Development offerings provided by the Division, including the delivery of newly acquired training packages through Epigeum.

The Division awarded funding through the Researcher Development Awards for ECRs, researchers who have experienced career interruption, and women's fellowships. In 2022 \$350,458 in funding was awarded for projects to be conducted in 2023. Since these awards commenced, \$6,118,746 in funding has been awarded to 313 researchers in seven years. This funding continues to be highly effective in supporting research careers and equity of progression, regardless of circumstance.

The Division hosted the 2022 Women's Conference. In response to COVID-19 the events were delivered online and face-to-face. The Women's Conference Series was open to all staff. The offerings for 2022 included

working with University partners NAB and their senior women leaders to deliver online speed mentoring sessions to academic and professional staff. This session was followed later in the year by a networking session with the same mentor group from NAB.

The Division hosted Research Quality Forums to bring together Deans, Discipline Leads, Research Institute Directors, Associate Deans of Research and critical Divisional staff. The Research Quality Forums addressed several priority areas and potential innovations, including Research Targets / ERA Planning and External Peer Review Process; Predatory Journals and Quality Journal Selection for Researchers and HDRs; Graduate Research School Review; and THE SDG Rankings and Impact. The outcomes from these sessions were assessed to adopt the most strategic suggestions.

#### **Escalation of impactful and global partnerships**

In the Times Higher Education World University Rankings 2022 Western achieved:

- Top 2% in the world
- Top 250 universities globally.

Western topped the Times Higher Education Impact Rankings 2022 ranking:

- 1st in the world for commitment to the UN Sustainable Development Goals (SDGs)
- 1st in the world for SDG 6: Clean Water and Sanitation
- 2nd in the world for SDG 12: Responsible Consumption and Production
- 3rd in the world for SDG 5: Gender Equality
- 4th in the world for SDG 10: Reducing Inequalities
- 5th in the world for SDG 17: Partnership for the Goals
- 9th in the world for SDG 14: Life Below Water
- 10th in the world for SDG 15: Life on Land
- 15th in the world for SDG 3: Good Health and Wellbeing
- 15th in the world for SDG 11: Sustainable Cities and Communities.
- The University was named in the top 350 in the Academic Ranking of World Universities (ARWU) 2021.

The University was named in the top 350 in the Academic Ranking of World Universities (ARWU) 2021.

# Division of Research, Enterprise and International

## **Western Growth site research plans**

MARCS, the Translational Health Research Institute (THRI) and Transforming Early Education and Child Health (TeEACH) moved to the Westmead Innovation Quarter. Giramondo, the Sydney Review of Books and the Urban Transformation Centre took up residence in the Parramatta Engineering Innovation Hub (PEIH). The research plan for the Liverpool Health Education and Research Hub (LHERH) was finalised with the University's LHERH partners. The plan aligns with the University's academic plan and NSW government's Health and Innovation precinct plan and focuses on health and wellbeing. The Division remains a key member of the Project Working Groups for all other Western Growth sites and the Macarthur Medical Research Centre. Additionally, the Division remains central to Aerotropolis and Multiversity planning and is part of a cross-institutional working party.

## **Institute and SRI Reviews**

In line with University policy, the DVCREI undertook formal reviews of three Research Institutes and two SRIs with a focus on future plans and strategic goals. The DVCREI chaired the reviews of the ICNS Research Centre and the TeEACH Strategic Initiative, with the MARCS Institute, Hawkesbury Institute for the Environment and THRI reviews each being chaired by a Director from another WSU Institute. The Review panels consisted of a Dean, industry stakeholders, external academics, higher degree candidates and a Research Institute Director.



# The Academic Division

## ACADEMIC

### ACADEMIC DIVISION OVERVIEW

The Academic Division collaborates with Schools, other Divisions and external partners to enable and sustain our students' success. Specific responsibilities of the Division include academic quality and standards; quality relationships with third party providers; professional learning for teaching staff; libraries; student learning support; student retention strategies; practical/laboratory learning support; academic policies and programs; technology-enhanced curriculum and experiential learning transformation; and education for the UN Sustainable Development Goals. Support for academic pathways, professional accreditations and curriculum quality transferred to the Academic Division in late 2022 from the Division of People and Advancement.

The Academic Division led the engagement with the *Sustainability and Resilience 2030 Decadal Strategy*, and contributed to the University achieving success as #1 in the world in the THE impact rankings. The Academic Division continued to innovate to support the University in its delivery of agile responses to new teaching and curriculum opportunities beyond the COVID-19 pandemic. The Division offered strategic support and leadership in the development of new service delivery models to encourage student engagement; new partnership pedagogies and the approach to managing partnerships; new approaches to curriculum design, assessment, and delivery; new educational resources; and simplified administrative management of quality assurance processes.

The Division's work is structured around three strategic priorities:

- To design and deliver high quality and innovative learning experiences
- To develop and maintain impactful partnerships to support educational innovation
- To provide evidence-based continuous improvement of our teaching and curriculum.

In 2022 these priorities were addressed through a range of initiatives under the Education Innovation and Transformation program; the achievements of the Office of the Pro Vice-Chancellor, Learning Futures;

the establishment of the Office of the Pro Vice-Chancellor, Educational Partnerships and Quality; and innovations and support from the Library and Teaching and Research Technical Services. The Academic Division also led the development of the University's **Education Futures Strategy**, launched in December 2022.

### THE OFFICE OF THE DEPUTY VICE-CHANCELLOR & VICE PRESIDENT (ACADEMIC)

#### Education Innovation and Transformation

The Academic Division led the PGx (postgraduate transformation), 21C, and WesternX projects. A new postgraduate education and market model was delivered for PGx; the 21C project transitioned to business as usual with a focus on continuous improvement; and WesternX was developed as the University's microcredentials platform to attract and engage new learners. The collaboration with the Institute for Applied Technology (Construction) strengthened, and the industry partner was announced for the development of microcredentials in readiness for an early 2023 launch.

#### Postgraduate Transformation

The Postgraduate Transformation Project (PGx) will transform the University's postgraduate program profile. Embedding microcredentials at scale in a new educational model, PGx will deliver highly differentiated, sector-leading online programs with curriculum co-created with industry and focused on the emerging skills needs of the current and future workforce. To deliver on its objectives, PGx will extend on the 21C Project's foundations through an investment in new capabilities for technology-enhanced curriculum design and development via an EdTech Innovation Hub for industry, staff, and students.

Key 2022 deliverables included the recruitment of the PGx team, creation of core frameworks, processes and industry partnership discussions, as well as the foundational technology for learning design and delivery, and industry consultation for both the Business and Health streams of work.

### 21C Project

The 21C Project continued to drive the University's strategic curriculum and teaching transformation to equip our students to succeed in a disrupted future of work and society. Ten new transdisciplinary minors were launched, comprising of 50 subjects and 25 new Curiosity Pods developed with staff, students, and external partners. Our Student Curriculum Partners (SCPs) gained international and national recognition through invitations to student – staff partnership meetings at The Hague University of Applied Sciences, The Netherlands. The SCPs hosted and presented the national "Students as Partners Roundtable Conference" and delivered several keynote addresses, such as the Australian and New Zealand Student Services Association (ANZSSA) and Open Learning conferences.

Badugulang, WSU's Centre for Excellence in University Teaching and Learning, brought together students, partners, academic, sessional and professional staff to share ideas and to celebrate and nurture excellence.

54 staff participated in a mentoring scheme, and 147 Scholarship of Teaching and Learning grants were made to staff to deliver and evaluate curriculum improvement.

To leverage engagement in the Foundations of University Learning and Teaching program and other activities, academic staff now have a credentialed pathway for ongoing professional learning in the Western Educational Fellowship Scheme. More than 160 Badugulang Fellows were provided with opportunities for leadership in Teaching and Learning, informing practice and policy at Western. Five Fellows became Australian Awards for University Teaching (AAUT) assessors for 2023.

Badugulang hosted Teaching and Learning Showcases which featured keynote presentations on our successful THE #1 Sustainability Education submission, research on Peer Review in Teaching and Learning with the University of Melbourne, and the WSU Teacher of the Year. Emerging Teaching and Learning Leaders (23 staff) participated in a digital transformation-themed leadership program delivered by Common Purpose, facilitating networking opportunities with colleagues from universities such as Witwatersrand and University College Dublin.

# The Academic Division

## WesternX

WesternX was developed by the 21C Project and deployed on the OpenLearning Credentials platform to support microcredentials. An expanded suite was available in 2022, attracting interest in these short, stackable, industry relevant, and digitally credentialed learning experiences with over 3,508 participants from 39 countries. New quality assurance processes and procedures for microcredentials were developed. Proposals from industry to fund and co-develop WesternX microcredentials were received. There are now over 40 active courses and 19 microcredentials in priority projects delivered by the WesternX team in collaboration with Schools and Institutes.

## Academic Plans for New Campuses

To support innovation, the Academic Division develops the academic plans for new campuses. These plans consider the emerging workforce needs and industry composition of the region in alignment with institutional strategic frameworks and student enrolment and preference trends. In 2022 the practical completion date was met for the design and function of learning spaces at Bankstown City Campus. An integrated approach for the academic and research plans was finalised to inform the functional design brief, including the preliminary academic course profile for the Liverpool Health, Education and Research Hub. The plan highlighted the opportunity for the development of transdisciplinary, vertically integrated education approaches under the broad theme of health and wellbeing.

## THE OFFICE OF THE PRO VICE-CHANCELLOR, LEARNING FUTURES

### Teaching and Learning Support

The Academic Division continued to lead the University's COVID-19 Teaching and Learning Continuity Group in the first half of 2022. As a forum for Schools and Divisions to navigate the impact of the pandemic, the group worked in partnership to mitigate the risks to teaching and learning. This included focusing on student success and accessibility, and on the integrity and quality of our programs while protecting the health and safety of staff, students and the community.

The transition back to business as usual afforded adjustments to teaching and learning informed by sector directions and the staff and student voice. On the disestablishment of the group, the ongoing work was transferred to existing decision-making governance structures of the University Executive, Senate Education and Assessment Committees. As part of our response, the Placements Hub launched new training modules to support the student placements process, and the Mathematics Education Support Hub (MESH) continued their high level of student support through impactful student engagement.

The University further developed the Education for Academic Integrity strategy to address contract cheating. This included the Academic Integrity Module (AIM), which educates students in core academic integrity values identified in collaboration with student partners. The AIM is available to all commencing students and includes the recent guidance for students received from TEQSA on the risks of engaging with academic cheating sites. The AIM is embedded in the vUWS platform for all level one units, together with academic writing modules to develop students' skills in academic writing. Students are alerted to the risks of contract cheating sites and provided with links to a range of supports, including online self-help resources, consultations with Study Smart librarians and individual writing feedback through Studiosity. Nearly 7,000 students successfully completed the AIM in 2022.

A new Professional Development program for staff on combating risks to Academic Integrity, especially contract cheating, was launched in 2022. The Learning and Teaching committees and leadership teams in Schools also implemented strategies to address contract cheating. The Academic Integrity Working Party is working with the Office of Governance Services and Authorised Officers on the implementation of Turnitin Authorship software designed to support staff in the detection and substantiation of contract cheating cases.

Digital teaching capability was enhanced through 85 collaborative projects with Schools and their staff. All the projects embedded the Digital Learning Thresholds (DLT). Projects included Clara's World; JobFit (School of

Computer, Data and Mathematical Sciences); Ethical Urbanism; Understanding Disability (School of Social Sciences); Young Well-Beings (School of Health Sciences); PIPE Maternity Clinicians (School of Nursing & Midwifery); and Early Learning for Refugees (School of Education), among many others that delivered innovative digital learning experiences for our students.

Initiatives to further support the development of the digital skills of staff included the Digital Content Production Fundamentals short course launched on OpenLearning (300 activities); the Technology-Enabled Learning (TEL) Support squad delivered 29 projects; and Digital U Professional Learning included teaching context workshops on learning analytics in the design of TEL environments to evaluate impact. ACODE (Australasian Council on Open, Distance, and e-Learning) benchmarking in 2022 provided a baseline for a digital teaching capability uplift which will be further enhanced and enabled by the TEL Strategy 2023-2025 and the six Digital Learning Threshold Standards (DLTS). The percentage of subjects exceeding the Institutional Overall DLTS 2022 target of 65% was exceeded at 66%.

Innovation in the application of digital technology to support flexible learning continues through the committee work of the Learning and Teaching Technologies Advisory Group (LaTTe), our various TEL networks, and Badugulang Fellows. The Online Engagement and Teaching Hub continues to be a vital resource for academics with 633 subscribers to the weekly newsletter, 4.5k unique users and nearly 54k views in 2022. This initiative promotes flexible practices in teaching with technology.

Learning Futures continued to support curriculum development across the University through the provision of leadership and expert advice in policy matters of curriculum and assessment. The Academic Integrity strategy was endorsed and aligned with TEQSA requirements and governance oversight. The new Graduate Attributes guidelines were approved, new modes of study developed, and a 12-month review of the Curriculum Design and Approval, and Assessment policies was completed.

Our commitment to developing students' self-regulating skills to be successful in flexible learning was further developed in 2022 with more than 1,000 WSU students using the Learn2Learn module in their studies. This module was developed with students, for students, and continues to receive positive feedback as evidence of its impact.

### **THE OFFICE OF THE PRO VICE-CHANCELLOR, EDUCATIONAL PARTNERSHIPS AND QUALITY**

This Office was established in the second half of 2022 to lead the delivery of a business-focused and data-driven approach to quality program development for the University, including our third-party providers. This portfolio will work alongside the Office of the Pro Vice-Chancellor, Learning Futures to contribute to Western Sydney University's success by enhancing its suite of quality educational products and partnerships.

The new Pro Vice-Chancellor, Educational Partnerships and Quality (PVC EPQ) focused on establishing strategies to embed education innovations consistent with the *Sustaining Success 2021 – 2026* strategic plan. The portfolio conceptualised a whole-of-university approach to planning, managing product offerings, and program quality across our campus network.

Achievements in 2022 included a review of related governance frameworks, namely the Third Party Provider Committee (which is a subcommittee of Senate) and the current *Third Party Provider Policy* and arrangements. The PVC EPQ was appointed Chair of the Third Party Provider Committee. The portfolio includes oversight of the Placements Hub, Students as Partners, Transnational Third Party Provider offerings, professional accreditation, pathway offerings, Sustainability, and relevant activities under the National Priorities and Linkages Fund.

### **Sustainability and Resilience**

In 2022 Western Sydney University was ranked #1 in the Times Higher Education (THE) University Rankings for its social, ecological, and economic impact. This is the fourth year of the THE University Impact Rankings, with Western Sydney University ranking consistently in the top 20 globally

each year, cementing our place as a leading University for sustainability.

To leverage this outstanding achievement, an action plan has been developed to focus on global academic and local industry partnerships through collaboration and sharing of expertise, and a series of public SDG related thought leadership seminars and events coordinated by the Library. The action plan is designed to amplify our efforts on a global scale in meeting key SDG challenges.

Contributing to the ranking success is the University's decadal strategy, *Sustainability and Resilience 2030*, an ambitious roadmap to address climate adaptation and mitigation, and social inequality. The interactive Sustainability and Resilience Digital Engagement Platform was launched in October, demonstrating further engagement by staff and students with over 80 submissions made. The engagement platform is the repository for the sector-leading, transformative work of Schools, Institutes and Divisions, and evidences our institution's commitment to the UN SDGs.

The University's Sustainable Energy Plan sets bold targets for its campus operations to have 100 per cent renewable energy by 2025 and to be carbon neutral by 2030. The University has fast-tracked these targets into action, with electricity supply across all its campuses now 100 per cent Green Power accredited – four years ahead of target.

### **National Priorities and Industry Linkage Fund (NPILF) Priority Projects**

The Office of the PVC EPQ took carriage of two NPILF educational initiatives that focused on Partnership Pedagogy and the development of Science, Technology, Engineering, and Mathematics + (STEM+) skilled graduates to leverage and expand the initiatives of the 21C Project. These two priority projects addressed the three priorities of the NPILF to deliver innovative approaches to work integrated learning; to increase the number of STEM skilled graduates; and to support collaboration with industry for curriculum co-design. The aim for the STEM+ initiative is to deliver an increase in STEM-skilled graduates from non-STEM courses, starting with the School of Humanities and Communication Arts (SoHCA). SoHCA

achieved 2.06% against a target of 2.35% of the School's total load by 2024 undertaking a STEM related subject. Beyond SoHCA, the approved *Curriculum Design and Approvals Policy* ensures the University can embed STEM+ capabilities in all degrees that adopt the 21C degree architecture.

Partnership pedagogy, reflected in courses co-designed with industry, saw a target of 67% set for the School of Engineering, Design and Built Environment by 2024. The School was on track to meet this target, with 33% of courses identified in phase one now available for enrolment. Adopting Partnership Pedagogy is a policy requirement for all new curriculum developed at the University, and is supported by a series of industry-focused placements embedded in each of the ten transdisciplinary 21C Curriculum Challenge Minors available to students in 2022.

### **The Library**

The Library continued to support staff and students as we navigated the pandemic and our return to campus. The Library of the Future (Whitlam Library Refurbishment) Working Group was established in 2022 to progress the functional design brief for the refurbishment of the Whitlam Library at Parramatta South. Alongside planning for the refurbishment, a project to reimagine the library commenced to canvass ideas, insights and needs across all primary stakeholder groups – library staff, students, academics, professional staff and the wider community. The Library Reimagined project held 24 workshops and 50 stakeholder consultations to invite speculative thinking about what the Library stands for, its purpose and possibilities. The insights from the Library Reimagined project data gathering will inform future Library planning and the Whitlam Library refurbishment process.

The Library intensified efforts to promote Open Educational Resources (OER) in 2022, both to raise visibility and awareness, and to support academic staff to adopt, adapt or create OER for learning and teaching. An OER Strategy was developed and the first Western Open Textbook Customer Insights by Dr Aila Khan was published on the Library's Pressbooks platform. *Customer Insights* had 15,400 views in 2022, which demonstrates the

# The Academic Division

advantages of open access textbooks in terms of equitable access and potential for student savings compared to traditional textbook models.

Read and Publish (R&P) Agreements allow academics to publish open access in subscription journals without incurring article processing charges. As part of a drive to support Western academics to publish open access, in 2022 the Library initiated planning for an increase in R&P Agreements. As a result, the number of R&P Agreements will increase from 3 to 12 publishers in 2023, including Springer Nature, Wiley (including Hindawi titles), Elsevier, Cambridge University Press, Oxford University Press, Sage, Taylor & Francis, Brill, MA Healthcare, and the CSIRO, among others.

The Dharawal Pharmacopia was launched in March 2022. The Pharmacopia catalogues the medicinal properties of native plants found in Dharawal country. The Library acknowledges the generosity of Auntie Fran who has gifted this significant Indigenous knowledge collection to the care of Western Sydney University Library. As part of an initiative to ensure library collections, services, and spaces reflect and make visible Indigenous knowledges, all Library staff attended Boomalli Cultural training in 2022.

## Teaching and Research Technical Services

Teaching and Research Technical Services (TRTS) continued its provision of expert technical advice and support through its partnerships with Schools, Institutes, industry and community. TRTS managed the successful return to campus implementation for on-campus teaching and research activities across all campus locations, including the operational launch of MARCS in the Westmead Innovation Quarter, with much of the pre-work and planning done under COVID restrictions. A specialised TRTS team continued its support of the engineering programs in the laboratories and workshops, and the new architecture and design of the Parramatta Engineering Innovation Hub (PEIH) delivered an increased visibility of our outstanding work in Engineering, Architecture and Innovation.

An initiative to capture all WSU facilities using 360-degree camera technology was launched as a digital resource for research and teaching which will also serve as a platform for further digital acceleration initiatives such as virtual site safety inductions. An initiative to review drone operations and compliance with policy was undertaken. The Continuous Process Improvement Program was launched as a professional development initiative for all TRTS staff. This aligns with the Kaizen program, implemented within TRTS as an overarching continuous improvement strategy designed to govern and regulate larger scale improvement projects.

# Entities

## THE WHITLAM INSTITUTE

The Whitlam Institute within Western Sydney University is a public policy institute that commemorates, and is inspired by, the life and work of the Hon Gough Whitlam AC QC. The Institute is a nationally significant institution delivering policy research and programs that promote common ground, inclusive national identity, and civic engagement for all Australians. The Institute provides an intellectual and cultural space for thought-provoking events and exhibitions, bringing issues of national significance to local communities and raising issues of concern for local communities into national debates.

The Institute is the custodian of three treasures of the national estate: the Whitlam Prime Ministerial Collection, the historic Female Orphan School, and the Whitlam Prime Ministerial Home in Cabramatta.

2022 marked the 50<sup>th</sup> Anniversary of the 1972 election of the Whitlam Government and the beginning of a program of reflection on the Whitlam Government and its contemporary relevance to public discourse today.

The University received confirmation of a Commonwealth Government grant supporting the purchase of the Whitlam Prime Ministerial Family Home at 32 Albert Street, Cabramatta – the home, commissioned by the Whitlam family in the late 1950s, was the site of celebrations on the night of the historic 1972 election victory. The University's Office of Estate and Commercial managed the restoration of the property, enabling it to take centre stage on 2 December 2022 when it was officially dedicated by the Prime Minister, the Hon Anthony Albanese MP.

This event was a key focus of the 50<sup>th</sup> Anniversary program – with two earlier events, a Symposium and Oration, providing a reflection and connection between 1972 and 2022. In October, the Whitlam Institute held an inaugural full-day symposium, 'Breaking Ground: Lessons in Preparing for and Winning Government' to discuss the lead up to the 1972 election with a specific focus on the period between the 1969 and 1972 elections. This event supported the launch of two key scene-setting papers by two of the Whitlam Institute's Distinguished Fellows – Professor Frank Bongiorno AM and Emeritus Professor Jenny Hocking AM. Professor Bongiorno,

with Emma Cupitt, provided a snapshot of the times in *Australia Before Whitlam: A Slice of the Sixties*. Professor Hocking explored the pathway pursued by Whitlam in "*Relevant and electable*": *Gough Whitlam and the Remaking of the Australian Labor Party*.

The seminal launch of the 1972 "It's Time" campaign and the iconic speech delivered at Bowman Hall, Blacktown Civic Centre was an extraordinary moment in Australian political history. The 2022 Whitlam Oration commemorated this occasion, and was delivered on the same stage, 50 years to the day, by the Australian Foreign Minister, Senator the Hon Penny Wong. Following Senator Wong's Oration, Senator Wong's Oration marked her first major foreign policy address of her term as Foreign Minister. In addressing the 800 people at Bowman Hall, she drew key elements of her Oration from Whitlam's 1972 policy launch speech and his approach to foreign policy.

In addition to these Anniversary events, the Whitlam Institute also continued to deliver a variety of activities across its programs of work.

### **PNG Voices: Listening to Australia's Closest Neighbour, Papua New Guinean perspectives on Australia and the world**

was commissioned by the Whitlam Institute and published April 2022.

The launch included authors in Australia and Papua New Guinea. The report was selected by the Analysis & Policy Observatory (APO) as among its most interesting and influential reports of 2022.

The Institute hosted the inaugural Refugee Camp in My Neighbourhood (RCIMN) experience at the Female Orphan School. This experience is a community developed project which sees visitors hosted by tour guides with lived experience from a range of refugee and asylum seeker backgrounds. The Whitlam Institute nominated RCIMN for an Australian Human Rights Commission 2022 Human Rights Award.

The *What Matters?* writing competition continues its growth as a national competition. Ned Graham from Sydney Secondary College, Blackwattle Bay campus won the 2022 competition for his essay *Just our Luck: Democratic Backsliding Down Under*.

During 2022 the Institute drew on the Collection to provide digital experiences of the Whitlam Government. The first project was the creation of a digital exhibition called *Making of a Prime Minister*. The second project involved working with the Western EdEx team to develop a microcredential that will be accessible to senior high school students and adult learners.

The Institute's exhibition, *Dedicated to the Dedicated: Whitlam, the Arts and Democracy* toured to Albury and was showcased at the Leo Kelly Blacktown Arts Centre to coincide with the Whitlam Oration.

The Institute hosted two addresses in November – the Commonwealth Attorney-General, the Hon Mark Dreyfus KC AC, and former Prime Minister, the Hon Dr Kevin Rudd AC. The Whitlam Institute also hosted His Excellency Consul General Zhou Limin to commemorate the 50th anniversary of the establishment of diplomatic relations between the People's Republic of China and Australia, and Director Professor John Juriansz provided the introduction to the special 'My China Story' delivered by Whitlam Institute Distinguished Fellow Dr Stephen Fitzgerald AO for the Institute for Australian and Chinese Arts and Culture.

The paper written by 2021 EG Whitlam Research Fellow, Associate Professor Camilla Nelson, on Children's Rights and Safety was launched in May.

The Institute, in collaboration with the *Griffith Review* facilitated four intergenerational conversations touching on policy domains aligned to the Whitlam Legacy:

- *Education* – The Hon Verity Firth AM and Madeline Clark
- *Indigenous Affairs* – Senator Patrick Dodson and Bridget Cama
- *Internationalism* – The Hon Michael Kirby AC CMG and Dr Ben Huff, 2022 EG Whitlam Research Fellow
- *Multiculturalism* – Emeritus Professor Andrew Jakubowicz and Adam Liaw.

There were two changes to the membership of the Whitlam Institute Board. Federal Court Justice Michael Lee joined the Board and Gabrielle Trainor AO did not seek a further term. The Board acknowledged Ms Trainor's considerable contribution to the Institute.



# Entities

## WESTERN SYDNEY UNIVERSITY THE COLLEGE

Western Sydney University The College provides students with high quality academic pathways to further their studies at Western Sydney University through University Preparation and Diploma programs. The English Language Centre offers language proficiency training and testing services, while vocational programs are offered by The College's Registered Training Organisation (RTO).

Highlights of 2022 include:

- Campus relocations: In line with The College Creating Connections Strategy, Building Design and Construction Technology was relocated from Nirimba to Kingswood. This strategic relocation positions The College to take advantage of the new Institute of Applied Technology (IAT) for Construction situated on the nearby Nepean-Kingswood TAFE NSW campus. IELTS English Proficiency Testing was relocated from George Street Paramatta to the new Parramatta City Campus Engineering Innovation Hub in Hassell Street. These relocations improve the student journey through the offering of an integrated student experience and streamline transition to university study.
- New Enterprise Agreement: The College Enterprise Agreement 2022 came into effect on 1 December 2022. The agreement has a nominal expiry date of 31 December 2024.
- Approval as a VET Student Loan (VSL) provider: The College received approval to provide VET Student Loans to cover tuition fees for selected vocational education and training (VET) courses. This approval covers a period of five years concluding 31 December 2027. This will allow The College to further support communities we serve by providing financial support to those undertaking Diploma level programs that address workplace and industry needs in Western Sydney and beyond.
- English Language Centre business recovery: 2022 saw English Language Program enrolments return to pre-COVID levels, while the English Language Testing Centre administered more than 10,000 tests, representing the highest ever annual

testing volume. This recovery sets a solid foundation for a more strategic business recovery plan to be implemented in 2023.

- Undergraduate Certificates: Steady demand in the short course market saw enrolments more than double in 2022 when compared to 2021, with a total of 669 students enrolled. The two most popular programs were Counselling and Mental Health, with 176 enrolments in 2022, and Business Management, with 105 enrolments.
- Commencement of the Destination College Strategic Initiative: As part of the University's broader Transformation Program, approval was received to commence a three-year strategic initiative, known as Destination College. Destination College aims to position The College at the forefront of innovation and change by re-defining the role of The College as a pathway provider in and beyond Western Sydney, as well as developing an education model that will seek to integrate both Vocational and Higher Education.

## WESTERN SYDNEY UNIVERSITY EARLY LEARNING LTD

Western Sydney University Early Learning Ltd (WSU Early Learning) provides high quality care and education for children in their early years, providing a strong foundation for a lifetime of learning. Through sites across the WSU campus network, WSU Early Learning follows the latest research and best practice models, including the National Quality Framework.

Highlights of 2022 include:

- A Research Partnerships Committee was established to provide a consultative forum to facilitate the development of mutually beneficial research partnerships.
- Three Early Learning employees applied and were successful in obtaining scholarships towards studying a bachelor's degree in early childhood. This is a NSW government initiative to increase the number of early childhood teachers working in the early childhood education sector in NSW.
- WSU Early Learning celebrated 10 years as a wholly-owned entity of Western Sydney University.

- All services received a spot check from the Regulatory Authority auditing against the National Education and Care legislation and all services were found to be compliant.

- WSU Early Learning was successful in scoping and securing the following funding in 2022:

- Start Strong Long Day Care funding for \$0.068m to develop preschool programs for children transitioning to school
- Department of Education and Training funding totaling \$0.0115m for the engagement and supporting of trainees through their traineeship
- Funding of \$0.006m through the Association of Graduates in Early Childhood Studies (AGECS) to promote high-quality practice in early childhood
- Woolworths Junior Landcare Grants of \$0.002m aimed at inspiring children with hands-on projects, including sustainable food production, improved waste management practices or enhancing native habitats.

## WESTERN SYDNEY UNIVERSITY INTERNATIONAL COLLEGE

The Joint Venture between Western Sydney University Enterprises Pty Ltd and Navitas to operate the Western Sydney University International College (WSUIC) in Parramatta has now entered its seventh year of operation. A major highlight of 2022 was WSUIC's campus move to the Engineering Innovation Hub which has seen a major uplift in the student experience, ensuring that WSUIC students feel like a WSU student from day one of their pathway studies.

**New Student Recruitment** – WSUIC enrolled 352 new students in 2021 compared with 177 in 2021. This is a year-on-year increase of almost 100%.

**Academic Performance** – Academic Performance over the 2022 Calendar Year has so far exceeded expectations, particularly given some students have still been unable to travel to Australia to attend class face-to-face. The mean pass rate across Terms 1 and 2 (2022) was 78% for diploma courses and 89% for foundation studies.



**Retention and Transition –** Student retention over the 2022 Calendar Year was 83%. Over 170 WSUIC students are expected to complete their WSUIC course and transition into WSU across Semester 2 (2022) and Semester 1 (2023) in a COVID-19 impacted year.

**Transition to Independent Operations –** WSUIC successfully obtained accreditation for its Diploma in Arts course and has submitted an application to TEQSA to have its Diploma in Engineering accredited.

## **WESTERN GROWTH DEVELOPMENTS (PARRAMATTA INNOVATION HUB) PTY LTD**

Western Growth Developments (Innovation Hub Parramatta) Pty Ltd was incorporated on 4 June 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity was the co-developer with respect to the Parramatta Innovation Hub project. The entity divested its interest in the development to realise returns at project completion.

## **WESTERN GROWTH DEVELOPMENTS (WESTMEAD) PTY LTD**

Western Growth Developments (Westmead) Pty Ltd was incorporated on 5 April 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity is the co-developer with respect to the Westmead Innovation Quarter project. The entity divested its interest in stage one of the development to realise returns at project completion. The entity will operate the completed project (stages 2 and 3) to generate returns for the purpose of pursuing its objectives.

# Statutory Reporting

## EXECUTIVE REMUNERATION

### Professor Barney Glover AO

Position: Vice-Chancellor & President  
Total Remuneration Package: \$1,008,148  
Period in Position: Full Year  
Results: Met all objectives

### Professor Clare Pollock

Position: Senior Deputy Vice-Chancellor & Provost  
Total Remuneration Package: \$601,749  
Period in Position: Full year  
Results: Met all objectives

### Professor Deborah Sweeney

Position: Deputy Vice-Chancellor & Vice-President, Research, Enterprise and International  
Total Remuneration Package: \$528,634  
Period in Position: Full year  
Results: Met all objectives

### Professor Simon Barrie

Position: Deputy Vice-Chancellor & Vice-President (Academic)  
Total Remuneration Package: \$501,714  
Period in Position: Full year  
Results: Met all objectives

### Professor Michelle Trudgett

Position: Deputy Vice-Chancellor, Indigenous Leadership  
Total Remuneration Package: \$434,306  
Period in Position: Full year  
Results: Met all objectives

### Mr Peter Pickering

Position: Vice-President, Finance & Resources  
Total Remuneration Package: \$610,363  
Period in Position: Full Year  
Results: Met all objectives

### Mr Angelo Kourtis

Position: Vice-President, People & Advancement  
Total Remuneration Package: \$570,454  
Period in Position: Full Year  
Results: Met all objectives

## SENIOR EXECUTIVES EMPLOYED AND GENDER

### 2022

Males (4)  
Females (3)

### 2021

Males (4)  
Females (3)

### 2020

Males (5)  
Females (1)

## Average Total Remuneration Package of Executives

2022 \$607,910  
2021 \$581,549

## Percentage of Total Employee-Related Expenditure

2022 <1%  
2021 <1%

## EMPLOYEES

### STAFF FTE REPORT

2022 Data extracted 31-Jan-2023

2022 Data as at 31-Mar-2022

Data includes WSU only

Data excludes casual employees

EMPLOYMENT CATEGORY	2017	2018	2019	2020	2021	2022
Academic (Levels A-E)	966.2	986.4	999.4	996.2	926.2	954.6
Professional (Levels 1-9)	1379.3	1401	1530.4	1566	1355.8	1386.3
Senior (above Academic Level E or Professional HEW Level 10)	138.4	140.1	146	152.8	139.8	140.6
<b>Grand Total</b>	<b>2483.9</b>	<b>2527.4</b>	<b>2675.7</b>	<b>2721</b>	<b>2421.8</b>	<b>2481.5</b>

## GOVERNMENT INFORMATION (PUBLIC ACCESS)

<b>AGENCY NAME</b>	Western Sydney University
<b>PRINCIPAL DEPARTMENT</b>	Records & Archives Management Services, Office of Governance Services
<b>REPORTING PERIOD</b>	1 January 2022 to 31 December 2022

### PART 2 OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 RELATES TO OPEN GOVERNMENT INFORMATION – GENERAL PRINCIPLES

#### Section 7 – Authorised proactive release of government information

(3) An agency must, at intervals of not more than 12 months, review its program for the release of government information under this section to identify the kinds of government information held by the agency that should in the public interest be made publicly available and that can be made publicly available without imposing unreasonable additional costs on the agency.

Reviews carried out by Western Sydney University?	Yes
Information made publicly available by the University?	Yes

The University's program for proactively releasing information is based on the annual meeting of the GIPA Agency Information Guide Review Committee (AIGRC). The Committee includes representatives from across the University and meets specifically to discharge the University's responsibilities under 7(3) of the Act.

The Committee met electronically in November 2022 to review the University's contract reporting and proactive disclosure in view of organisational changes and the implementation of new systems.

The University's information guide as published on the website, has been updated and is functional.

#### Clause 8 Government Information (Public Access) Regulation 2018 – Annual reporting requirements under section 125 of the Act

(b) the total number of access applications received by the University during the reporting year (including withdrawn applications but not including invalid applications),

Total number of applications received	9
---------------------------------------	---

(c) the total number of access applications received by the agency during the reporting year that the agency refused, either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (Information for which there is conclusive presumption of overriding public interest against disclosure),

Total number of applications refused	Wholly	0
	Partly	0

#### Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome\*

	Media	Members of Parliament	Private sector business	Not for profit organisations or groups	Members of the public (by legal representative)	Members of the public (other)
Access granted in full	1					2
Access granted in part					1	1
Access refused in full						
Information not held						1
Information already available	1					
Refuse to deal with application						
Refuse to confirm/ deny whether information is held	1					
Application withdrawn						2
Total	3				1	6

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

# Statutory Reporting

**Table B: Number of applications by type of application and outcome**

	Personal information application*	Access applications (other than personal info.)	Access applications - partly personal info / partly other info
Access granted in full	2	1	
Access granted in part	1	1	
Access refused in full			
Information not held	1		
Information already available		1	
Refuse to deal with application			
Refuse to confirm/ deny whether information is held		1	
Application withdrawn	1	1	
Total	5	5	

\*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications
Application does not comply with formal requirements (section 41 of the Act)	2
Application is for excluded information of the agency (section 43 of the Act)	Nil
Application contravenes restraint order (section 110 of the Act)	Nil
Total number of invalid applications received	2
Invalid applications that subsequently became valid applications	Nil

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 to Act**

	Number of times consideration used*
Overriding secrecy laws	Nil
Cabinet information	Nil
Executive Council information	Nil
Contempt	Nil
Legal professional privilege	Nil
Excluded information	Nil
Documents affecting law enforcement and public safety	Nil
Transport safety	Nil
Adoption	Nil
Care and protection of children	Nil
Ministerial code of conduct	Nil
Aboriginal and environmental heritage	Nil
Information about complaints to Judicial Commission	Nil
Information about authorised transactions under Electricity Network Assets (Authorised Transactions) Act 2015	Nil
Information about authorised transaction under Land and Property Information NSW (Authorised Transaction) Act 2016	Nil

\*More than one public interest consideration may apply in relation to a particular access application and, if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of times consideration used*
Responsible and effective government	
Law enforcement and security	
Individual rights, judicial processes and natural justice	1
Business interests of agencies and other persons	
Environment, culture, economy and general matters	
Secrecy provisions	
Exempt documents under interstate Freedom of Information legislation	

**Table F: Timeliness**

	Number of applications
Decided within the statutory timeframe (20 days plus any extensions)	9
Decided after 35 days (by agreement with applicant)	0
Not decided within time (deemed refusal)	0
Total	9

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total
Internal review			
Review by Information Commissioner*		3	3
Internal review following recommendation under section 93 of Act			0
Review by NCAT			0
Total			3

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review
Applications by access applicants	3
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

	Number of applications transferred
Agency-initiated transfers	Nil
Applicant-initiated transfers	1

# Statutory Reporting

## WORK HEALTH SAFETY AND WELLBEING STRATEGY

The University promotes a Work Health Safety and Wellbeing (WHSW) culture where all staff and students feel safe and empowered to engage in meaningful work and study through:

- Initiatives enhancing the overall health and wellbeing of our staff and students
- Preventative strategies that reduce injuries and illnesses to staff and students
- Inclusive WHSW management policies, procedures and guidelines designed to meet the needs of a diverse staff and student community.

## WHSW MANAGEMENT SYSTEM

The University has put in place a continuous improvement plan for its occupational health and safety management system (WHSMS). The WHSMS comprises governance, procedure and process frameworks, and implementation tools. The improvement plan sets University-wide objectives to support Western's continued safety performance. Western will migrate from AU/NZ 4801 and OHSAS 18001 standards as the governing benchmarks for its WHSMS to the ISO 45001:2018 standard across 2023.

In line with changes to the University's Board of Trustees committee structure, regular WHSW reports are now provided to both the Audit and Risk Committee (ARC) and the new People and Culture Committee (PCC). The ARC retains ultimate oversight of the University's WHSW profile.

Four audits were undertaken in 2022 focusing on first aid and the register of licenses related to drugs, poisons, and radiation. There were 332 WHS inspections conducted across the University which included teaching spaces, simulation rooms, storerooms, laboratory spaces, and research facilities.

## WHSW TRAINING AND COMPLIANCE

WHSW has maintained compliance across 36 laws and regulations and updated policies and internal operating procedures to reflect any changes required by regulatory bodies.

A stringent safety and procurement process has been established to ensure compliance with the Industrial Chemicals Act 2019. All dangerous goods and related contractor activity is recorded in a chemical management system register to ensure the University has control over the procurement of restricted chemicals, their storage and disposal.

## WELLBEING

Western Sydney University supports staff and students to develop and enhance personal resilience by giving them access to essential tools to improve their overall wellness.

Awareness and general health activity undertaken across the year included:

- Influenza Vaccine Program: 816 staff received vaccine pharmacy vouchers
- Western Sydney University 'who bleeds wins blood challenge': In partnership with the Australian Red Cross, campus teams made over 330 blood donations
- Dry July, RuOK Day and Stress Down Day
- 10,000 Steps Challenge: Staff and students completed over 85,000 steps with 259 participants across 10 campuses
- Safe Work Month: A national awareness campaign for safety in the workplace, events across the University's campuses were attended by 560 staff and 600 students.

## WORK HEALTH AND SAFETY INCIDENTS

WSU reported an LTIRF (Lost Time Injury Frequency Rate) of 1.7% in 2022. This compares to the SafeWork Australia Tertiary Industry Benchmark of 2.85%. A total of 390 incidents and hazards were reported in 2022. 28% of incidents involved staff, 36% involved students and 9% involved contractors and visitors. No Provisional Improvement Notices (PINs) were received from SafeWork NSW.

Type	2021		2022	
	Number	% of the total	Number	% of the total
Staff	81	22%	110	28%
Students	121	33%	141	36%
Contractors	27	7%	10	3%

Hazards/ Near Miss	118	32%	99	25%
Other	19	5%	5	1%
<b>Total</b>	<b>366</b>		<b>390</b>	

In 2022 the most frequent mechanism of injury reported by staff was slips, trips, and falls (22%); followed by psychological injuries (13%); and hitting objects with a part of the body, bumps, and bruises (11%). Injuries involving students included being hit by moving objects (23%); slips, trips, and falls (16%); hitting objects with parts of the body, often needlestick injuries (11%); and psychological injuries (11%).

### Staff

Mechanism	Number	% of the total
Slip Trip Fall	24	22%
Psychological	14	13%
Hitting objects with a part of the body	12	11%

### Student

Mechanism	Number	% of the total
Being hit by moving objects	33	23%
Slip Trip Fall	23	16%
Hitting objects with a part of the body	15	11%
Psychological	15	11%

## WORKERS COMPENSATION

The University has completed its fourth year in the NSW LPR Workers Compensation Scheme. There were 17 new University workers' compensation claims compared to 14 in 2021.

	2021	2022
Total Claims Cost	\$208,421.37	\$196,337.23
Average Cost per Claim	\$14,887.24	\$11,549.25
Total number of new claims	14	17



## PRIVACY

The University's privacy obligations primarily fall under the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIPA) and the *Health Records and Information Privacy Act 2002* (NSW) (HRIPA). However, the *Privacy Act 1988* (Cth) also applies to the University in some respects. The University continues to assess its potential exposure under foreign privacy regulations, such as the European Union's General Data Protection Regulation.

Completion of the University's online privacy training module is mandatory for all staff and completion rates are reported to the University's Audit and Risk Committee. The privacy module is also available for postgraduate students to complete if it is a requirement of their course.

The University updated its Privacy Management Plan to maintain organisational and legislative currency and submitted the Plan to the Privacy Commissioner, as required under PPIPA.

The Privacy Officer undertook one formal internal review, on which the Privacy Commissioner provided a submission and accepted the University's final report that there had been no breach on the University's part.

The Privacy Officer responded to and facilitated the containment of 16 confirmed privacy breaches – half of which were due to human error and none of which were notifiable under state or federal legislation. The Privacy Officer responded to 11 matters which, upon investigation, did not constitute breaches of privacy and provided advice on 89 other matters.

## RISK MANAGEMENT

Risk management is an essential component of the University's governance framework. Effective risk management and a risk-aware culture increases the probability of successful outcomes, whilst protecting the reputation and sustainability of the University.

The University maintains a robust risk management and assurance program. It has established an organisation-wide strategic and operational risk management framework, aligned with the International Risk Management Standard (ISO 31000:2018 – Risk Management Guidelines).

University Executives and Senior Management promote a risk aware culture throughout the entire operations of the University and its controlled entities. Risk management policies, standards and staff training have been developed to guide staff in meeting their responsibilities to manage risks. The University maintains a Strategic Risk Register which documents risks specific to the achievement of the strategic goals and objectives. The Strategic Risk Register is reviewed annually and is approved by the Board of Trustees. Additionally, all business units and project managers are required to maintain an operational risk register which identifies risks that may impact on organisational activities and project outcomes.

The Strategic Risk Register was revised and the assurance plan aligned to it to provide confidence to the Senior Management and the Board of Trustees, via the Audit and Risk Committee (ARC), that risks are being effectively managed. Staff are advised via the revised *Risk Management Policy* to report any incident or knowledge of Critical and/or High risks immediately to their supervisor before escalating the matter to the Office of Audit and Risk Assessment. The internal audits conducted during the year provided management further insights about risks and the control environment.

The ARC maintains effective oversight of the risk management and assurance activities performed by the independent Audit and Risk Team and other risk management units across the University. Executives and Senior Management provide updates and insights on significant strategic and operational risks on a scheduled basis.

An independent external review of the Internal Audit and Risk Assessment function was performed during 2022 by KPMG. Overall, the Internal Audit and Risk Assessment function of the University has been assessed as 'mature', and as being aligned to leading higher education internal audit functions.

The University has adequate insurances in place to protect the University from significant financial losses. Several insurance policies and strategies are in place to ensure that the University staff, students and property are appropriately covered. The University, in conjunction with its insurers, ensures that appropriate steps

are taken to mitigate risks and all incidents leading to a potential claim are notified to insurers in a timely and efficient manner.

## COMPLAINTS MANAGEMENT

The University's Complaints Resolution Unit (CRU) manages complaints from students, staff and members of the public.

During 2022 the CRU received 861 matters across a range of categories including administrative, behavioural and academic decisions. The majority of matters were coordinated and managed by the CRU with some matters referred to other academic and administrative units of the University.

The Unit also provided advice and support on complaint matters managed at the local level across the University and made recommendations for change on policies and processes as a result of issues arising from complaints.

## PUBLIC INTEREST DISCLOSURES

Statistical information on public interest disclosures (PIDs)

Jan 2022 – Dec 2022	
Number of public officials who made PIDs	0
Number of PIDs received	0
Of PIDs received, number primarily about:	
Corrupt conduct	0
Maladministration	0
Serious and substantial waste	0
Government information contravention	0
Local government pecuniary interest contravention	0
Number of PIDs finalised	0

The University has an internal reporting policy that is set out in the *Whistleblowing (Reporting Corruption and Other Wrongdoing) Policy*. The Policy provides for a Disclosure Coordinator who receives disclosures on behalf of the University and designated Disclosure Officers who assist and advise applicants and staff generally about the process. Information on the process of making protected disclosures is available on the University's website.

# Statutory Reporting

## TRAVEL EXPENSES

In 2022 the total University expenditure for overseas travel was \$3m. Travel was for a variety of University-related purposes, including:

- research collaboration
- University promotion and development of new partnerships
- presentation of papers at conferences
- overseas joint University projects
- academic development program
- student practicums
- international study exchange and tours.

The University has robust Policies and Procedures for travel and related expenses in place which comply with the regulations and guidelines of NSW Treasury.

## CREDIT CARD CERTIFICATION

Credit card use within the University is in accordance with the University's corporate credit card policy (<https://policies.westernsydney.edu.au/document/view.current.php?id=65>) which complies with NSW Treasury regulations and guidelines.

Credit card usage is acquitted via the online Travel and Expense Management System and checked and authorised by the appropriate delegated officer.

The University conducts regular reviews of credit card usage and where a cardholder is found to be in contravention of the policy, by either misuse or non-acquittal in a timely manner, the credit card will be cancelled.

## PAYMENT OF ACCOUNTS

The University's payment terms to creditors is 30 days. Any variation to these terms with due justification must be approved by the University Treasurer or Vice-President Finance and Chief Financial Officer. University domestic payment runs are weekly and international payments are made fortnightly. The vast majority of payments are made via electronic transfer with the remainder being settled by cheque when required.

## EQUITY STATISTICS

**TABLE A.1 TRENDS IN THE REPRESENTATION OF EEO GROUPS – ACADEMIC STAFF**

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Women	50%	49%	50%	48%	49%	49%	49%	50%	50%	50%	50%	50%	51%	52%
Aboriginal and Torres Strait Islander people	2%	1%	2%	2%	2%	3%	2%	2%	2%	2%	1%	1%	2%	2%
People whose language first spoken as a child was not English	19%	26%	26%	26%	28%	27%	30%	33%	32%	33%	20%	18%	18%	17%
People with a disability	N/A	8%	7%	8%	6%	7%	7%	8%	7%	8%	5%	4%	4%	4%
People with a disability requiring adjustment at work	1.50%	2%	2%	2%	1%	1%	2%	2%	2%	2%	2%	1%	1%	4%

**TABLE A.2 TRENDS IN THE REPRESENTATION OF EEO GROUPS – GENERAL STAFF**

EEO GROUPS: GENERAL STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Women	50%	66%	68%	67%	68%	67%	68%	67%	67%	67%	67%	68%	68%	68%
Aboriginal and Torres Strait Islander people	2%	2%	3%	3%	4%	4%	3%	5%	4%	5%	3%	3%	3%	4%
People whose language first spoken as a child was not English	19%	17%	17%	18%	18%	17%	19%	20%	20%	20%	15%	13%	12%	10%
People with a disability	N/A	10%	10%	9%	8%	7%	8%	7%	8%	7%	5%	5%	4%	3%
People with a disability requiring adjustment at work	1.50%	3%	3%	3%	3%	2%	3%	2%	2%	2%	2%	2%	1%	3%

**TABLE B.1. TRENDS IN THE DISTRIBUTION OF EEO GROUPS – ACADEMIC STAFF DISTRIBUTION INDEX**

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Women	100	85	83	87	85	88	90	89	89	89	92	94	93	91
Aboriginal and Torres Strait Islander people	100	N/A	N/A	76	79	83	N/A	N/A	69	NA	N/A	N/A	N/A	N/A
People whose language first spoken as a child was not English	100	95	97	98	93	90	90	96	95	96	103	104	109	110
People with a disability	100	90	87	88	86	86	103	97	95	97	98	98	95	93
People with a disability requiring adjustment at work	100	N/A	N/A	88	N/A	N/A	117	111	109	111	N/A	N/A	N/A	93

**TABLE B.2. TRENDS IN THE DISTRIBUTION OF EEO GROUPS – GENERAL STAFF DISTRIBUTION INDEX**

EEO GROUPS: GENERAL STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Women	100	90	89	89	90	92	90	91	91	91	91	92	92	93
Aboriginal and Torres Strait Islander people	100	103	97	98	95	95	98	90	92	90	89	92	92	78
People whose language first spoken as a child was not English	100	97	99	98	98	99	99	96	97	96	96	97	98	101
People with a disability	100	101	98	100	103	103	101	102	101	102	101	103	107	107
People with a disability requiring adjustment at work	100	101	104	107	109	111	105	95	103	95	97	102	N/A	107

# Statutory Reporting

## FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

During 2022 the University provided \$5,560 in funding to non-government community organisations:

NAME OF RECIPIENT ORGANISATION	PROGRAM AREA AS PER BUDGET	NATURE AND PURPOSE OF PROJECT INCLUDING AIMS AND TARGET CLIENTS	AMOUNT \$
Ngaramura Indigenous Corporation	Community Engagement	The Ngaramura Project provides a supportive pathway assisting young people to re-engage with education through a cultural learning framework. Ngaramura is a Dharawal word meaning "see the way".	4,960
National Heart Foundation	Community Engagement	The Heart Foundation has been the trusted peak body working to improve heart disease prevention, detection, and support for all Australians.	600

## INVESTMENT PORTFOLIO PERFORMANCE 2022

The University had \$487.6 million in investments at 31 December 2022 (\$505.5 million at 31 December 2021).

The Mercer Multi Manager Fund for Estate Development has returned 6.2% annualised, after fees and rebates since inception i.e. August 2018. For the 12 months to December 2022 the return has been -3.5% compared to benchmark of -4.6%. Distributions received during the year were re-invested in the respective funds.

The Mercer Multi Manager Fund for Foundation Fund has returned 4.2% annualised, after fees and rebates since inception i.e. December 2019. For the 12 months to December 2022 the return has been -5.0% compared to benchmark of -5.4%. Distributions received during the year were re-invested in the respective funds.

FUND	2022		2021		2020		2019		2018	
OTHER FINANCIAL ASSETS - NON-CURRENT	Actual Return %	Benchmark Return %	Actual Return %	Benchmark Return %	Actual Return %	Benchmark Return %	Actual Return %	Benchmark Return %	Actual Return %	Benchmark Return %
Mercer Multi Manager Funds - Estate Development <sup>1</sup>	-3.50%	-4.60%	13.04%	12.88%	5.42%	3.19%	17.00%	17.40%	-2.19%	-
Mercer Multi Manager Funds - Foundation Fund <sup>2</sup>	-5.00%	-5.40%	13.03%	12.88%	5.44%	2.52%	-0.77%	-	-	-
Unlisted Securities <sup>3</sup>	-	-	-	-	-	-	-	-	-	-

<sup>1</sup> - Mercer Multi Manager Funds - Estate Development: full year performance. The funds are invested in thirteen diversified investment funds.

<sup>2</sup> - Mercer Multi Manager Funds - Estate Development: full year performance. The funds are invested in thirteen diversified investment funds.

<sup>3</sup> - The University had \$22.0 million in unlisted securities as at 31 December 2022 (\$73.3 million at 31 December 2021) which are not measured for performance.

# Western Sydney University

## Freedom of Speech and Academic Freedom

### 2022 Attestation Statement

Western Sydney University maintains a governance framework to ensure a culture of embracing the principles of freedom of speech and academic freedom. The framework remains current and comprises the *Charter of Academic Freedom*, *Code of Conduct*, and the *Freedom of Speech Policy*, all as approved by Academic Senate and the Board of Trustees.

In 2022 there were three matters which related to freedom of speech and/or academic freedom that arose at the University.

Two of the matters related to content in private postings on social media – one by an academic staff member and the other by a student of the University. Formal complaints were made to the University. In both instances, the University's view was that, whilst the comments in the social media postings may be considered controversial and might cause offence, they represented appropriate exercise of freedom of speech. The complaints were each managed in accordance with the *University's Complaints Management Policy* and in consideration of the University's position on academic freedom and freedom of speech.

The third matter related to a nursing student who, after having two clinical placements cancelled, commenced injunctive proceedings in the Supreme Court against the University, alleging discrimination. The Court found at first instance that the University was in breach of section 35 of the *Western Sydney University Act 1997* (ie religious or political discrimination). The University has appealed the decision, and the Court of Appeal upheld the Appeal in favour of the University and awarded costs in favour of the University.

For the first time, the Quality Indicators for Learning and Teaching (QILT) Student Experience Survey (for 2021, published in August 2022) included questions which measure students' perceptions of freedom of expression on campus. Western Sydney University scored higher than the sector average on all questions.

The University reaffirms its commitment to uphold freedom of speech and academic freedom as paramount freedoms, particularly aligned with the University's values of boldness, fairness, integrity and excellence. The University further reaffirms its commitment to maintain an institutional culture upholding and protecting freedom of speech and academic freedom.

# Modern Slavery Prevention

Western Sydney University respects the dignity, wellbeing, and human rights of its employees, workers in its supply chains, and the communities in which the University operates or from which it sources products and services.

The University is subject to the *Modern Slavery Act 2018* (Cth). Since 2020, it has submitted an annual Modern Slavery Statement that identifies and addresses any modern slavery risks in its business and supply chains to the Australian Government's **Modern Slavery Register**. The University's governing body, the Board of Trustees, approve and sign the annual statements.

The University works with the Australian Universities' Procurement Network to determine higher education sector risks related to modern slavery, and reviews associated internal and due diligence processes. Further, the University has published a *Modern Slavery Prevention Policy* and a *Procurement Policy* that define all requirements. All Procurement and Compliance staff members have undertaken externally hosted training about modern slavery prevention and mitigation.

University staff, students, and suppliers are able, and are encouraged, to raise modern slavery concerns confidentially under the current process available under the University's *Whistleblowing (Reporting Corruption and Other Wrongdoing) Policy and Procedures*. The University's Whistleblowing (and Public Interest Disclosure) Coordinator is the University Secretary. There is also a **public register** to report any legislative non-compliance in relation to modern slavery, which is sent directly to the University's Compliance Program Unit.

The Anti-slavery Commissioner has not communicated it has identified any significant issues concerning the University's operations during the financial year.



# Appendix 1

## Board of Trustees Report

### MEETINGS OF MEMBERS

Meetings of Members of the Board of Trustees of the University are detailed in Appendix 2, on page 54.

### PRINCIPAL ACTIVITIES

The principal activities of the University are the provision of University-level education and research through a wide range of undergraduate and postgraduate courses and research programs, with a particular focus on Western Sydney. The University's functions and the authorities of the Board of Trustees are prescribed by the *Western Sydney University Act 1997 (NSW)*. The University has a number of controlled entities that undertake specific activities aligned with the mission of the University. Details of these entities are provided on page 39.

### REVIEW OF OPERATIONS

The operations and activities of the University are outlined in detail in this Annual Report and, in particular, the section Summary Review of Operations.

### SIGNIFICANT CHANGES IN STATE OF AFFAIRS

The COVID-19 pandemic continued to impact on the state of affairs in 2022, as the University transitioned to a post-COVID working environment. Updates on the University's response to the pandemic were provided by the Vice-Chancellor and President to the Board of Trustees at each meeting of the Board.

### MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Other than the developments described in this report, the Board of Trustees is of the opinion that no other matter or circumstance will significantly affect the operations or activities of the University.

### LIKELY DEVELOPMENTS AND EXPECTED RESULTS OF OPERATIONS

In 2022 work continued on campus redevelopment as part of the Western Growth Program. Work progressed through 2022 and will continue in 2023 and beyond to finalise various projects.

### COMPLIANCE WITH THE VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

The Board of Trustees adopted the Code from the beginning of 2012 and resolved to review the University's compliance with the Code at its first meeting each year. In 2022 the University Secretary provided a report confirming compliance with the Code.

### ENVIRONMENTAL REGULATION

The University is subject to various Commonwealth, state and local government statutes and requirements related to environmental matters. The University has not incurred any significant environmental liabilities under any environmental legislation.

### INSURANCE OF OFFICERS

Clause 5 of Schedule 1 of the *Western Sydney University Act 1997* provides a degree of protection from personal liability for Board of Trustee members and officers of the University. The University also has Directors and Officers Liability insurance with Unimutual.

### LEGAL PROCEEDINGS COMMENCED BY OR AGAINST THE UNIVERSITY

There were no significant legal proceedings by or against the University in 2022, apart from the two matters listed on page 10. This report is made in accordance with a resolution of the Board of Trustees on 12 April 2023.

**Professor Jennifer Westacott AO,  
Chancellor**

## Appendix 2

### Board of Trustees Meetings

	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		BOARD EXECUTIVE		UNIVERSITY INFRASTRUCTURE		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Mr Youssef Abawi (commenced 4 August 2022)									2	2		
Mr Matthew Burrows							5	6				
Mr Joseph Carrozzi AM (commenced Audit and Risk Committee 14 April 2022)	3	6	2	4								
Ms Natalia Centellas (née Vukolova) (commenced Finance and Investment Committee 14 April 2022)	4	6							4	4		
Mr James Christian PSM (commenced People and Culture Committee 14 April 2022)	6	6									2	4
Ms Anastasia Clarke			4	6								
Ms Elizabeth Dibbs	6	6	6	6	6	6						
Professor Barney Glover AO	6	6			6	6	4	6	4	6	4	4
Mr Matt Graham			4	6								
Mr Peter Graham							5	6				
Mr Michael Gratton							4	6				
Ms Vicki Hartley									6	6		
Mr Simon Hickey (commenced University Infrastructure Committee 14 April 2022)	6	6					2	4				
Ms Louise Howard			6	6								
Ms Holly Kramer (commenced Board Executive Committee 4 August 2022)	4	6			2	2					4	4
Dr Amanda Larkin (commenced 4 August 2022)	2	2										
Ms Georgia Lee	6	6					6	6				
Ms Karen Lonergan (resigned from Audit and Risk Committee 13 April 2022) (commenced People and Culture Committee 14 April 2022)			2	2							4	4
Professor Robert Mailhammer (ADP leave from 25 July 2022)	3	3										
Associate Professor Jennifer Mensch (commenced Board of Trustees 11 April 2022) (commenced People and Culture Committee 4 August 2022)	5	5									2	2

	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		BOARD EXECUTIVE		UNIVERSITY INFRASTRUCTURE		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Ms Julie-Anne Mizzi (commenced 4 August 2022)									2	2		
Ms Corin Moffatt (commenced 24 February 2022)									4	5		
Dr Linda O'Brien AM (resigned from Finance and Investment Committee 13 May 2022) (commenced People and Culture Committee 14 April 2022)	6	6							2	2	4	4
Dr Fiona Pacey (commenced Board of Trustees 8 June 2022) (commenced People and Culture Committee 4 August 2022)	3	4									2	2
Mr Darren Pereira									6	6		
Mr Lee Pinder	5	6			6	6	6	6				
Dr Geir Henning Presterudstuen (resigned 1 April 2022)	1	1										
Ms Coralie Properjohn (commenced People and Culture Committee 14 April 2022)	6	6									4	4
Mr Bob Sahota (resigned 3 August 2022) (resigned from Finance and Investment Committee 14 July 2022)	3	4							4	4		
Mr Mark Sercombe			5	6								
Professor Peter Shergold AC	6	6			6	6						
Ms Jodi Stanton							3	6				
Ms Kerry Stubbs	6	6			6	6			6	6		
Miss Rayaca Tayabally (resigned from Board of Trustees 31 December 2022) (commenced People and Culture Committee 14 April 2022) (resigned from People and Culture Committee 5 September 2022)	5	6									1	2
Mr Jeff Whitton							2	6				
Mr Christopher Youness (end date 12 April 2022)	0	2										
Professor Sarah Zhang (commenced Acting Chair of Academic Senate from 1 August 2022)	3	3										

A= Number of meetings attended, B= Number of meetings held during the time the member held office or was member of the committee during the year<sup>#</sup>

<sup>#</sup> In 2022, the Board held six regular meetings, and one Strategy Day meeting.

## Appendix 3

# Committees and Other Bodies Established by the Board of Trustees

BOARD OF TRUSTEES COMMITTEES	CHAIR
Academic Senate	Professor Robert Mailhammer Professor Sarah Zhang (Acting)
Audit and Risk Committee	Ms Elizabeth Dibbs
Finance and Investment Committee	Ms Kerry Stubbs
University Infrastructure Committee	Mr Lee Pinder
People and Culture Committee	Ms Holly Kramer
Board Executive Committee	Professor Peter Shergold AC
Chancellor Nomination Committee	Ms Kerry Stubbs

UNIVERSITY BODIES	CHAIR
Foundation Council	Dr Peter Brennan AM
Chancellor and Vice-Chancellor's Advisory Council	Professor Peter Shergold AC

# Appendix 4

## Student Data

**TABLE 1: STUDENT HEADCOUNT BY RESIDENCY STATUS, 2015 - 2022 (P)**

RESIDENCY STATUS	2015	2016	2017	2018	2019	2020	2021	2022 (P)
<b>DOMESTIC</b>	40,323	39,638	38,869	41,352	41,330	41,331	41,629	38,917
<b>INTERNATIONAL - ON SHORE</b>	4,258	4,434	5,540	6,931	7,927	7,488	6,437	7,242
<b>INTERNATIONAL - OFF SHORE</b>	348	380	404	232	249	446	794	981
<b>NO INFORMATION</b>						1	14	6
<b>TOTAL</b>	<b>44,929</b>	<b>44,452</b>	<b>44,813</b>	<b>48,515</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,146</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

**TABLE 2: COMMENCING STUDENT HEADCOUNT BY RESIDENCY STATUS, 2015 - 2022 (P)**

RESIDENCY STATUS	2015	2016	2017	2018	2019	2020	2021	2022 (P)
<b>DOMESTIC</b>	15,917	15,095	14,263	15,907	14,593	14,524	13,966	13,262
<b>INTERNATIONAL - ON SHORE</b>	1,999	2,117	2,880	3,495	3,621	2,743	1,958	3,261
<b>INTERNATIONAL - OFF SHORE</b>	163	177	160	89	139	282	428	497
<b>NO INFORMATION</b>						1	11	
<b>TOTAL</b>	<b>18,079</b>	<b>17,389</b>	<b>17,303</b>	<b>19,491</b>	<b>18,353</b>	<b>17,550</b>	<b>16,363</b>	<b>17,020</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

**TABLE 3: STUDENT HEADCOUNT BY GENDER, 2015 - 2022 (P)**

GENDER	2015	2016	2017	2018	2019	2020	2021	2022 (P)
<b>FEMALES</b>	24,609	24,525	24,861	27,346	28,059	28,307	28,612	27,858
<b>MALES</b>	20,317	19,922	19,943	21,166	21,440	20,946	20,232	19,228
<b>INDETERMINATE/INTERSEX/UNSPECIFIED</b>	3	5	9	3	7	13	30	60
<b>TOTAL*</b>	<b>44,929</b>	<b>44,452</b>	<b>44,813</b>	<b>48,515</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,146</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

**TABLE 4: STUDENT HEADCOUNT BY COURSE LEVEL, 2017 - 2022 (P)**

COURSE LEVEL	2017		2018		2019		2020		2021		2022 (P)	
<b>UNDERGRADUATE</b>	36,457	81.4%	38,855	80.1%	39,296	79.4%	39,753	80.7%	40,217	82.3%	38,113	80.8%
<b>HIGHER DEGREE BY COURSEWORK</b>	6,214	13.9%	7,127	14.7%	7,598	15.3%	7,434	15.1%	6,875	14.1%	7,198	15.3%
<b>HIGHER DEGREE BY RESEARCH</b>	1,289	2.9%	1,375	2.8%	1,444	2.9%	1,414	2.9%	1,324	2.7%	1,388	2.9%
<b>OTHER*</b>	853	1.9%	1,158	2.4%	1,168	2.4%	665	1.3%	458	0.9%	447	0.9%
<b>TOTAL</b>	<b>44,813</b>	<b>100.0%</b>	<b>48,515</b>	<b>100.0%</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,146</b>	<b>100.0%</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

\*Other includes enabling, non-award and cross institutional

# Appendix 4

## Student Data

TABLE 5: STUDENT HEADCOUNT BY BROAD FIELD OF EDUCATION, 2017 - 2022 (P)

BROAD FIELD OF EDUCATION	2017		2018		2019		2020		2021		2022 (P)	
<b>SOCIETY AND CULTURE</b>	12,593	28.1%	13,613	28.1%	13,482	27.2%	13,515	27.4%	13,601	27.8%	12,769	27.1%
<b>HEALTH</b>	8,637	19.3%	9,763	20.1%	10,192	20.6%	10,741	21.8%	11,055	22.6%	10,938	23.2%
<b>MANAGEMENT AND COMMERCE</b>	8,363	18.7%	8,284	17.1%	8,126	16.4%	7,809	15.9%	7,549	15.4%	7,252	15.4%
<b>NATURAL AND PHYSICAL SCIENCES</b>	3,547	7.9%	3,734	7.7%	3,884	7.8%	3,745	7.6%	3,837	7.9%	3,722	7.9%
<b>ARCHITECTURE AND BUILDING</b>	1,987	4.4%	2,419	5.0%	2,704	5.5%	2,838	5.8%	2,938	6.0%	2,870	6.1%
<b>ENGINEERING AND RELATED TECHNOLOGIES</b>	2,514	5.6%	2,942	6.1%	3,218	6.5%	3,185	6.5%	2,881	5.9%	2,726	5.8%
<b>EDUCATION</b>	2,484	5.5%	2,423	5.0%	2,331	4.7%	2,365	4.8%	2,367	4.8%	2,317	4.9%
<b>INFORMATION TECHNOLOGY</b>	1,889	4.2%	2,122	4.4%	2,231	4.5%	2,203	4.5%	2,051	4.2%	2,115	4.5%
<b>CREATIVE ARTS</b>	1,868	4.2%	1,990	4.1%	2,083	4.2%	2,078	4.2%	2,075	4.2%	1,976	4.2%
<b>NON-AWARD COURSE, BOTP OR OAU UNIT</b>	168	0.4%	202	0.4%	232	0.5%	185	0.4%	114	0.2%	193	0.4%
<b>MIXED FIELD PROGRAMMES</b>	565	1.3%	811	1.7%	828	1.7%	382	0.8%	251	0.5%	173	0.4%
<b>AGRICULTURE, ENVIRONMENTAL AND RELATED STUDIES</b>	198	0.4%	212	0.4%	195	0.4%	220	0.4%	155	0.3%	95	0.2%
<b>GRAND TOTAL</b>	<b>44,813</b>	<b>100.0%</b>	<b>48,515</b>	<b>100.0%</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,146</b>	<b>100.0%</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

TABLE 6: STUDENT HEADCOUNT BY CAMPUS, 2017 - 2022 (P)

CAMPUS	2017		2018		2019		2020		2021		2022 (P)	
<b>BANKSTOWN</b>	7,497	16.7%	6,854	14.1%	5,758	11.6%	5,310	10.8%	4,872	10.0%	4,396	9.3%
<b>BLACKTOWN (NIRIMBA)</b>	1,861	4.2%	2,266	4.7%	2,340	4.7%	2,219	4.5%	1,758	3.6%	1,522	3.2%
<b>CAMPBELLTOWN</b>	6,692	14.9%	6,615	13.6%	6,674	13.5%	6,720	13.6%	7,150	14.6%	7,026	14.9%
<b>HAWKESBURY</b>	2,666	5.9%	2,617	5.4%	2,633	5.3%	2,526	5.1%	2,483	5.1%	2,173	4.6%
<b>LITHGOW</b>	26	0.1%	23	0.0%								
<b>LIVERPOOL</b>			878	1.8%	1,802	3.6%	2,144	4.4%	2,297	4.7%	2,065	4.4%
<b>PARRAMATTA</b>	10,616	23.7%	12,375	25.5%	13,397	27.1%	13,725	27.9%	14,117	28.9%	13,961	29.6%
<b>PARRAMATTA CITY</b>	5,867	13.1%	6,378	13.1%	6,571	13.3%	5,787	11.7%	5,415	11.1%	5,326	11.3%
<b>PENRITH</b>	7,880	17.6%	7,193	14.8%	6,332	12.8%	5,677	11.5%	5,466	11.2%	4,881	10.4%
<b>SYDNEY CITY</b>	495	1.1%	1,068	2.2%	1,562	3.2%	1,682	3.4%	1,497	3.1%	1,393	3.0%
<b>ONLINE</b>	607	1.4%	1,823	3.8%	1,731	3.5%	2,774	5.6%	2,918	6.0%	3,326	7.1%
<b>OTHER*</b>	606	1.4%	425	0.9%	706	1.4%	702	1.4%	901	1.8%	1,077	2.3%
<b>TOTAL</b>	<b>44,813</b>	<b>100.0%</b>	<b>48,515</b>	<b>100.0%</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,146</b>	<b>100.0%</b>

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

\*Other includes External, Off Shore and Other



**TABLE 7: STUDENT LOW SES\* PARTICIPATION RATE 2017 - 2022 (P)**

YEAR	WSU	SECTOR**
2017	27.8%	17.8%
2018	27.4%	17.8%
2019	27.0%	17.8%
2020	27.1%	17.3%
2020	27.3%	n.a
2020	26.8%	n.a

Source: <https://www.dese.gov.au/higher-education-statistics/resources/2020-section-16-equity-performance-data>

\*Low SES is based on the students' postcode of permanent home residence, with the SES value derived from the ABS 2016 Census SEIFA Index for Education and Occupation for postcodes.

\*\*Table A Providers only

**TABLE 8: STUDENT LOAD (EFTSL) BY FUNDING SOURCE, 2017 - 2022 (P)**

FUNDING SOURCE	2017		2018		2019		2020		2021		2022 (P)	
COMMONWEALTH GRANTS SCHEME	27,224	82.4%	28,558	80.0%	28,527	77.6%	28,699	78.4%	28,812	80.1%	26,050	77.6%
COMMONWEALTH RESEARCH TRAINING SCHEME/PROGRAM	591	1.8%	600	1.7%	636	1.7%	615	1.7%	567	1.6%	729	2.2%
SUB-TOTAL COMMONWEALTH FUNDED LOAD	27,815	84.1%	29,158	81.6%	29,163	79.3%	29,314	80.1%	29,379	81.7%	26,779	79.8%
DOMESTIC FEE-PAYING	689	2.1%	840	2.4%	979	2.7%	977	2.7%	1,030	2.9%	922	2.7%
INTERNATIONAL ON-SHORE	4,245	12.8%	5,508	15.4%	6,384	17.4%	6,019	16.4%	5,044	14.0%	5,226	15.6%
INTERNATIONAL OFF-SHORE	188	0.6%	69	0.2%	95	0.3%	148	0.4%	413	1.1%	559	1.7%
NON-AWARD AND OTHER	119	0.4%	141	0.4%	143	0.4%	133	0.4%	98	0.3%	82	0.2%
SUB-TOTAL FEE-PAYING LOAD	5,241	15.9%	6,558	18.4%	7,601	20.7%	7,277	19.9%	6,586	18.3%	6,789	20.2%
GRAND TOTAL	33,055	100.0%	35,716	100.0%	36,764	100.0%	36,591	100.0%	35,965	100.0%	33,569	100.0%

EFTSL = Equivalent Full Time Student Load

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

**TABLE 9: STUDENT EXPERIENCE SURVEY - % UNDERGRADUATE SATISFACTION, 2017 - 2022**

SATISFACTION %	LEARNER ENGAGEMENT		SKILLS DEVELOPMENT		TEACHING QUALITY		OVERALL QUALITY	
	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR
2017	63.4%	62.8%	82.3%	80.5%	79.1%	80.1%	78.0%	78.5%
2018	61.7%	59.9%	82.3%	81.2%	79.5%	81.2%	77.6%	79.2%
2019	61.7%	60.0%	81.9%	81.3%	78.3%	80.9%	76.2%	78.4%
2020*	48.2%	43.2%	78.7%	77.8%	76.0%	77.6%	67.1%	68.3%
2021*	47.5%	48.0%	79.6%	79.1%	77.4%	79.2%	69.4%	72.9%
2022	56.9%	n.a	81.0%	n.a	80.1%	n.a	76.1%	n.a

Source: [https://www.qilt.edu.au/surveys/student-experience-survey-\(ses\)#report](https://www.qilt.edu.au/surveys/student-experience-survey-(ses)#report)

\*Impact due to COVID-19 particularly on Learner Engagement

## Appendix 4

### Student Data

**TABLE 10: COMMENCING BACHELOR STUDENT RETENTION, 2016-17 TO 2021-22 (P)**

YEAR	WSU	SECTOR*
2016-17	80.2%	81.9%
2017-18	77.0%	81.5%
2018-19	78.2%	81.7%
2019-20	77.1%	81.7%
2020-21	76.3%	n.a
2021-22	n.a	n.a

Source: <https://www.dese.gov.au/higher-education-statistics/resources/2020-section-15-attribution-success-and-retention>

\*Table A Providers only

**TABLE 11: STUDENT LOAD (EFTSL) BY COURSE LEVEL, 2017 - 2022 (P)**

COURSE LEVEL	2017		2018		2019		2020		2021		2022 (P)	
UNDERGRADUATE	27,488	83.0%	29,298	81.9%	29,927	81.4%	30,462	83.2%	30,701	85.4%	28,182	84.0%
POSTGRADUATE	4,815	14.5%	5,445	15.2%	5,831	15.9%	5,562	15.2%	4,885	13.6%	5,053	15.1%
OTHER*	805	2.4%	1,045	2.9%	1,026	2.8%	568	1.6%	380	1.1%	335	1.0%
<b>TOTAL</b>	<b>33,109</b>	<b>100.0%</b>	<b>35,788</b>	<b>100.0%</b>	<b>36,784</b>	<b>100.0%</b>	<b>36,592</b>	<b>100.0%</b>	<b>35,965</b>	<b>100.0%</b>	<b>33,570</b>	<b>100.0%</b>

EFTSL = Equivalent Full Time Student Load

(Source: Enrolment Submissions to the Dept. of Education, Skills and Employment)

\*Other includes enabling, non-award and cross institutional

# Appendix 5

## Major Consultancies

### CONSULTANCIES COMMISSIONED IN 2022 AMOUNTING TO \$50,000 OR MORE, INCLUDED:

CONSULTANT	COST \$	TITLE/NATURE OF CONSULTANCY
<b>FINANCE</b>		
Moodys Investors Service Pty Ltd	52,200	Annual Surveillance Fees
<b>SUBTOTAL</b>	<b>52,200</b>	
<b>HUMAN RESOURCES</b>		
Hays Specialist Recruitment Aust Pty Ltd	132,109	Recruitment Services
<b>SUBTOTAL</b>	<b>132,109</b>	
<b>INFORMATION TECHNOLOGY</b>		
NOUS Group Pty Ltd	140,920	ACODE Benchmarking Activity
Ascender Pay Pty Ltd	87,338	Ascender Migration
Logicials Aust Pty Ltd	77,000	Anvil Atlas Replacement
Oracle Corp Aust Pty Ltd	65,220	Custom Services
Cloudseeder Group Pty Ltd	64,000	SMS
Fujifilm Business Innovation Aust Pty Ltd	63,000	PrintSmart Rollout
Talent International NSW Pty Ltd	59,395	Contracting Services
Cybercx Pty Ltd	57,025	Digital Forensic Investigation
<b>SUBTOTAL</b>	<b>613,897</b>	
<b>MANAGEMENT SERVICES</b>		
Walker MMRC Services Pty Ltd	875,143	Development Manager Services for MMRC
Neeson Murcutt Architects Pty Ltd	667,819	HIE Science Building
Adobe Systems Software Ireland Ltd	359,975	Off-Shore Adobe Experience
Present Company Pty Ltd	290,165	WSU Leaderboards
GE Additive	257,359	Essentials of Additive Design
Ernst & Young	168,652	Digital Acceleration
Allen Jack & Cottier Architects Pty Ltd	158,100	Western Growth
Strategic Project Partners	146,800	Mission Based Partnerships
KPMG	120,150	Project Assurance Service
Shakewell Agency Pty Ltd	118,000	Alpha Portal
Deloitte Consulting Pty Ltd	116,683	ESM Program
Humanly Agile Pty Ltd	90,600	Launchpad
KPMG	84,000	Western Growth
Tamarind Global Services Pvt Ltd	82,270	TNE
Movecorp Aust Pty Ltd	78,973	Campus Utilisation Study
Paddl Co Pty Ltd	75,000	HASS Students
Bradoaks Pty Ltd	73,500	EIR Services
Jackson Claire	71,150	Graduate Researcher Capability Framework
Control Risks Group Pty Ltd	70,196	Business Continuity Management
Inspiration Education Pty Ltd	70,000	HSC Study Sessions
The Trustee For Family Hallgren Trust	67,025	EIR Services

## Appendix 5

### Major Consultancies

**CONSULTANCIES COMMISSIONED IN 2022 AMOUNTING TO \$50,000 OR MORE, INCLUDED:**

Switch Payroll Pty Ltd	66,500	Load Enrolment & Optimisation Strategy
The Trustee For Family Hallgren Trust	66,058	IIL Services
Ernst & Young	65,436	Service and Process Improvement Program
Hook Beulah	65,040	MESCH Services
Tournier Nicole	62,802	Service and Process Improvement Program
Cv Insig2 Indonesia	60,000	Indonesia - Offshore Consultancy Services
Now Careers Pty Ltd	58,829	The College Relocation Project
Hogan Paul Anthony	52,500	EIR Services
The WorksSydney Pty Ltd	50,000	Brand Summary and Content Pillars
<b>SUBTOTAL</b>	<b>4,588,723</b>	

**RESEARCH**

Maxiem Pty Ltd	253,983	ICNS
Intrack Solutions	199,127	ICNS
Neurabuild	99,998	ICNS
Amazon Web Services Aust Pty Ltd	91,260	AWS Professional Services
<b>SUBTOTAL</b>	<b>644,368</b>	

**TOTAL CONSULTANCIES EQUAL TO OR GREATER THAN \$50,000** **\$6,031,298**

**DURING 2022 OTHER CONSULTANCIES WERE ENGAGED IN THE FOLLOWING AREAS:**

Human Resources	25,000
Information Technology	178,522
Management Services	881,748
Research	209,357
<b>TOTAL CONSULTANCIES LESS THAN \$50,000</b>	<b>\$1,294,627</b>

**TOTAL CONSULTANCIES** **\$7,325,925**

This information is based on actual payments via Accounts Payable during the year and excludes accruals and other journals.

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