WESTERN SYDNEY
UNIVERSITY

Citizens' Jury
Response

May 2023

INTRODUCTION PAGE

The Citizens Jury (or Citizens Panel) project was a response to decreasing levels of engagement between Western Sydney University (WSU) the student body, including student representative roles across the University.

Students are in a busy and sometimes transitional period of their lives that reasonably places extra-curricular university responsibilities below work, study, and social past-times. Our efforts to account for this and rethink student representation are a recurring challenge with solutions traditionally drawing inspiration from existing political institutions.

These challenges are seen as an opportunity that WSU is using to play a leading role in developing innovative student engagement models.

Across the globe, public authorities are increasingly using citizens' assemblies and democratic lotteries to involve citizens directly in solving some of the most pressing policy challenges. These processes give ideal amounts of time and information to a group of randomly selected everyday people and facilitate their deliberation on an issue that leads to finding common ground on a set of recommendations.

WSU applied these methods to the University setting by choosing 32 students through a democratic lottery and giving them the right time (4 days over the course of a semester), information and incentives to work together and find common ground around recommendations for how students should have a voice at WSU.

This gave students a chance to experience innovations in democracy at a time in their lives when they were becoming civic actors. The process equipped a randomly selected group with a new range of skills for youth leadership, helping position WSU at the forefront of other universities nationally on the topic of democratic leadership and student empowerment.

This Students' Panel, therefore, was convened to answer the question:

How should students have a voice at WSU?

The Outcome:

The Citizens Jury developed 14 Recommendations for WSU to consider and respond to. These recommendations involve a collaborative, University-wide effort, and engagement with several stakeholders.

The Student Community Project Officer, supported by the Student Community Manager and team will lead the response to the Panel's recommendations, and implement actions. The project staff will work closely with all impacted stakeholders to ensure that options are comprehensively explored, and decisions will be made collaboratively with consideration to student impact, cost, staff capacity and other relevant factors, while aiming to address the needs and gaps expressed by the Panel.

The Universities planned response to each of the 14 recommendations has been consolidated in the following pages, and will be executed throughout 2023 and beyond, with consideration of the fact that some recommendations require long-term and complex change processes and will be advocated for by the Project Team.

A Project update document is planned to be released for the beginning of 2024, which will provide updates on the responses.

Any and all documents related to the Citizens Jury can be found on the related web page:
https://www.westernsydney.edu.au/currentstudents/current_students/services_and_facilities/student_representation_and_participation_at_uws/citizens_panel

Panel Recommendation 1:

Open Door (Concept) (Static information site with automated help desk)

Details	The panel's rationale is
We recommend that the university employs an automated student services help desk. We also suggest online/ physical assistance for specific things such as clubs, maintenance requests, and other general issues. This online/ physical assistance should be knowledge based, concise, easily accessible and highly relevant. There should be a static information site with the automated help desk on it. This links to recommendation 3 and 4.	The introduction of this automated student help desk will directly target the lack of current student interaction. It will also assist in the centralisation and visualisation of information. We believe that the current system in place for students to obtain information is quite convoluted and difficult to navigate. We want to stress that a better knowledge-based system will take stress of student services. The forum would assist in giving the students a platform to raise and access various concerns that affect them. This is important because as students, we feel like getting our voices heard in the first place is a convoluted process within itself. We also feel like getting information is quite difficult- navigating the University websites for information is quite tedious, unless you know where to look in the first place. We believe that this is the best way to address the issue because we are not asking for an entirely new system- just an improvement on current frameworks. Our suggestions are based on what we have heard from surveyed students, and we believe that our suggestions would be beneficial to the current Student Central team. It would free them up from more simple/straightforward requests, leaving them more available to service more complex enquiries. A successful system will result in less waiting times for essential services such as Student Central, and will provide students with the ability to bring up concerns that affect them. This system will also service more students in the same amount of time under the traditional methods.

WSU Response to Recommendation 1:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix

We understand this to mean a searchable knowledge base linked to a chat bot, to make it easier for students to navigate information.	The university agrees that it is currently a significant challenge for students to get the right information that they require at the right time. WesternNow can help bridge this gap.
	
	While the university works to improve its existing knowledge base within WesternNow, we will work to make information easier to find and understand. This will include raising this with the team managing the universities 'knowledge base' within WesternNow, particularly the idea of building in an integrated chat bot to see if this is something which is practical and which could be added to the University's technology roadmap.
	
	In the meantime, the University actively encourages the submission of new ideas and opportunities to improve student experience through submissions made via the dedicated feedback form on WesternNow **(which can be found along the top banner on the Student Portal home page)**. Every submission is valuable and will be treated with proper attention to inform continuous improvements and enhancements to the WesternNow portal.
		1. **Utilise WesternNow**
		  ▪ Work to **improve knowledge base articles within WesternNow** (easier to find and understand)
		  ▪ Actively encourage submissions of ideas and improvement opportunities via the **already existing feedback form**
		
		2. Investigate feasibility of an **integrated chat bot within WesternNow** similar to the online chat function of the student pages on the Western Sydney University website
			December 2023	**Responsible:**
				-Service Excellence Team, Office of Strategic Project Implementation and Improvement
				
				Accountable:
				-Vice-Chancellor
				
				Consulted:
				-Citizen's Jury
				-Student body (eg steering committee's, testing groups, feedback)
				-Communications
				-Strategic Insights and Analytics
				-ITDS
				- Student Community, SEM
				
				Informed:
				-All University staff and students via broadcast

Panel Recommendation 2:

Transparency when topics/issues are escalated to SRC

Details	The panel's rationale is
Student reps should identify issues within the student population through utilising the proposed platforms recommended in this report (i.e. townhall, forum and other areas where the student rep deems relevant). Issues in progress should be documented as they are taken up the chain of command and turned into media (e.g. newsletter/videos) to inform the student population of how their input and voice has been utilised to improve University experience and address their concerns.	There is a lack of transparency and accountability when students take an issue to their representatives to go up the chain of command. When there is a lack of transparency it discourages faith in the system and decreases the likelihood that a student would bring up another problem going forward. Further, this would allow for the student body to hold to account staff or representatives who do not push the issue forward and allow a basis for further discussion when the issue is unable to be solved. Educating students and giving them the place to make changes or have a voice by buddying with SRC students will increase confidence. The structure of this recommendation is to address the current system which has failures and is not allowing students to be a part of the process. This recommendation if implemented would enable students to be included in the solution and enact changes. Including non-SRC students will assist in educating students in the process of change within the University. Success will look like students' concerns are being addressed and included in the process. It would be beneficial for students to be taken through the entire process so they understand how the systems function. Post-change Newsletters to demonstrate how change has happened due to students will give other students on campus more faith in the university to actually listen to them.

WSU Response to Recommendation 2:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand the recommendation is aiming to address the lack of transparency around student representatives and how they are advocating for students, as well as transparency around the Universities response. This includes prior issues with SRC's ability to effectively advocate on behalf of students	We will work with the SRC to ensure that they engage with the broader student body around issues via both the online and physical student forums proposed in your recommendations, including looking to include this in SRC representatives position descriptions. We will also work to include this engagement as part of the role for other student representatives across the university. We will also look to making it a requirement for the SRC to provide a monthly published update to the student body which provides an update on what the SRC has been doing for the month, as well as any high-level items they are currently advocating for on behalf of the student body.	1. Staff will champion an update of SRC position descriptions to include; ▪ Online forum and face-to-face engagement ▪ Monthly published updates on progress of issues	December 2023	Responsible: -Student Representation, Student Community, SEM -SRC and Student Leaders Accountable: -Vice-Chancellor -Student Community, Student Experience and Marketing Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) Informed: -Student body

Panel Recommendation 3 & 4:

Open Door (WSU to Students):
Centralise the platforms, simplify the process, personalise the information

Details	The panel's rationale is
The panel recommends WSU to collaborate together with a student-driven steering team and beta-testing team to create a centralised platform that could be called 'Western Home' that merges all the existing student applications into one dashboard/website. This centralised platform must be suitable for desktop/phone users and should be customisable and personalised for each individual. The panel understands that this would not be possible in the short-term in consolidating all the applications into a seamless functioning platform, however, the panel does expect that the external applications could be consolidated on to one dashboard for ease of access. The panel would also like to emphasise the implementation of an online forum within the centralised platform for students to have their say. Additionally, the centralised platform should also provide FAQs on 'Western Home', and provide virtual assistants on homepages to ease the access of information.	Information is decentralised and scattered on different platforms, and the process is difficult, strenuous and time consuming to access the information. Information is currently not personalised. Lack of centralisation impedes students' active engagement with the University, which leads to implications in addressing student concerns and ideas. Alongside the fulfilment of participating in a course at a tertiary level. This is the best way to address the issue, because centralising the university information platforms makes information acquisition a lot more accessible. By simplifying the process it entices students to use information databases more and allows easier access to university student support networks. Lastly, by personalising the information that is communicated to students can encourage further engagement from students to provide feedback or use provided services from the University. Success for this recommendation would be when all if not most university communication platforms are combined and made easily accessible to students and not as hard to read, and when communicating with students the information being communicated is essential or useful towards the students' success.

WSU Response to Recommendation 3 & 4:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
WSU understands this to mean that students are experiencing pain points around the number of platforms they have to log into and that they are experiencing a 'scattergun' approach to information rather than receiving personalised content.	While we would not be able to make any short-term action on merging systems, we will attempt to personalise information as much as possible within the scope of current platforms.	1. Continue prioritising consolidation of platforms when exploring future technological solutions 2. Directly include the student voice in appropriate steering/working groups related to the development of platforms, including the sharing of their experience and advocating for centralisation and personalisation 3. Explore engagement with students to determine their preferred customisation experience and information sought at University, and creating algorithms for dashboards or emails.	December 2023	Responsible: -Marketing and Retention -Transformational Projects, Digital Accelerator -Service Excellence Team, Office of Strategic Project Implementation and Improvement -ITDS Accountable: -Vice-Chancellor Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) -Communications - Student Community, SEM Informed: -All University staff and students via broadcast

Panel Recommendation 5:

Student Run Social Media

| Details	The panel's rationale is
Student moderators will promote student-run social media. This will be done with little influence from the University. There is also a defined need to determine the main social media platform that is the most popular amongst students at the time. If necessary, the University may trial new platforms if appropriate, if there is a significant number of students already using said platforms. As an example, the moderators could potentially be sourced from the Communications DANO program (Recommendation 7). The idea being that students studying Communications would strongly benefit from being given a chance to run a social media account that attracts public engagement. Other students may want to be involved as moderators. Remuneration for time spent maintaining the social media page would be strongly recommended. Any student-run newspaper needs to be promoted through the social media channels. The content should be inclusive of issues that affect students and provide commentary. If the newspaper is to be published digitally, a link should be provided on the main communication page for students.	Outdated forms of communication e.g. emails and a long turnaround time for student enquiries and information relays. Reducing stress and workload on staff. Increases efficiency for information and creates a voice for students and amplifies a sense of belonging as it relates to students in the current era. A more efficient way to gather information, makes university a more positive experience, increases engagement and directly competes with other universities. Enables an opportunity for collaboration between students, staff and the public. Recruit capable students to run social media platforms that can moderate and keep up with trends to engage current students and potential future students. Sub-committee of SRC to moderate the platforms.
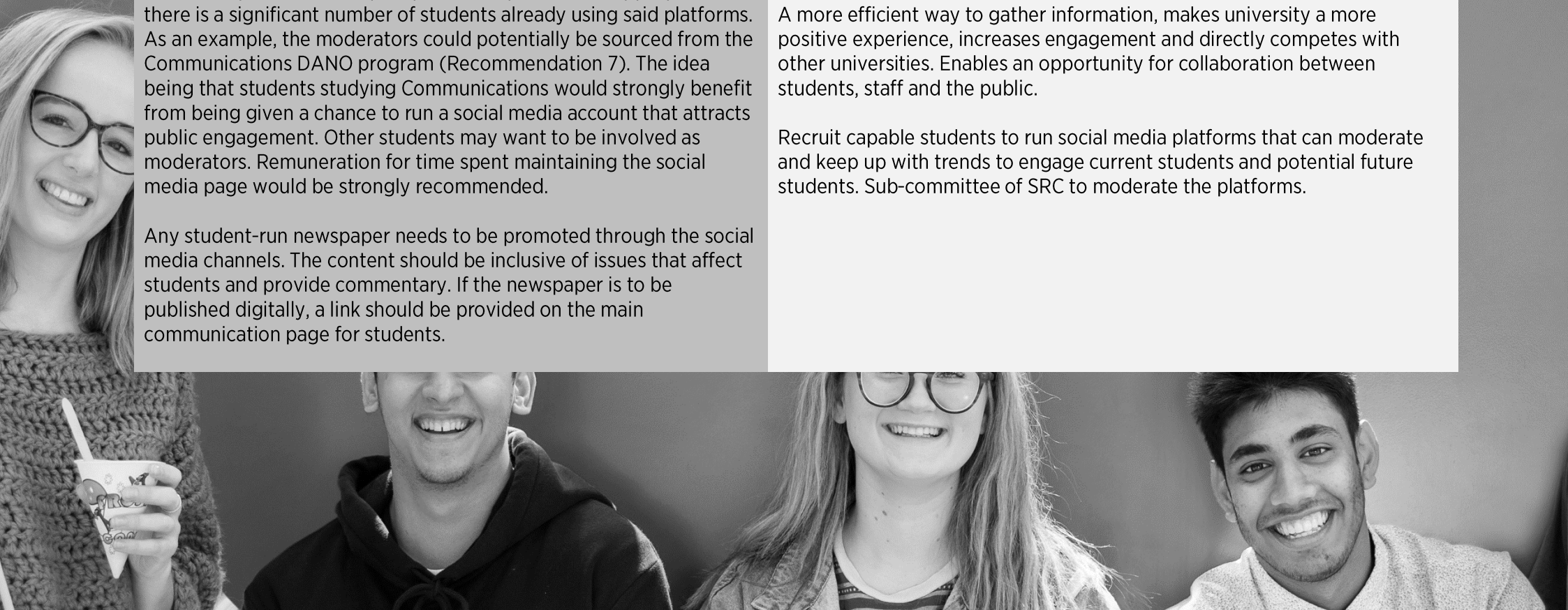
WSU Response to Recommendation 5:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand this to mean that students would be hired to run a social media-style platform in order to: 1. Disseminate information to students/ engage students in a 'by students, for students' format. 2. Enable students to engage each other about whatever they like 3. Directing students to the student forums (mentioned in the other recommendations) where they can raise concerns, see others' concerns and see staff responses	We would not create a new social media platform but rather would more actively support existing student pages on Reddit, WhatsApp and Facebook. We will recruit students and build their capability to moderate these platforms (including enforcing basic safeguards). They will have full autonomy over the content on the platform – the University would only intervene where defamation or other major issues arise – similar to our Publications Committee for the WSUP student newspaper.	1. Increase support to existing student facing pages (Instagram, Facebook, TikTok etc.) 2. Student recruitment and capacity building to moderate these platforms	October 2023	**Responsible:** -Social Media Team, Communications -Student Representation, Student Community, SEM **Accountable:** -Vice-Chancellor -Student Community, Student Experience and Marketing **Consulted:** -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) **Informed:** -Student body

Panel Recommendation 6:

Personalise for Diverse Groups

Details	The panel's rationale is
We not only want to provide support for diverse groups but also cultivate a multicultural community that celebrates diversity. We have identified that there are already services in place for needed support across academic, cultural and disability sectors; including English Conversational Groups (ECG), MATES and International Buddies *(now ceased)* to name a few. However, these groups are not promoted effectively so students are not always aware of these opportunities. More promotion of these services are needed across all mediums. Another way to bring awareness to these platforms is through an 'opt-out' system where everyone receives information surrounding these groups and then chooses to 'unsubscribe'. Another concern raised within this idea is the mentor/mentee process. This process is not ideal and is ill-efficient. Implementing a survey system to be able to match interests and work styles between mentors and mentees will create a solution for this problem. There is a need for mentors across all disciplines in the University and a gap has been identified where there is not enough supply for demand. We propose the University create incentives for mentoring to fill these gaps and also look into other avenues. The University needs to actively celebrate these diverse groups by hosting events relating to cultural and religious days (ie. Eid, NAIDOC, Diwali, Easter, Luna New Year, Cinca De Mayo, Christmas and Hannukah.) Not everything needs to be extravagant or tokenistic but just acknowledgment through signage, lunches, decorations, etc. These activities can be brought to a Harmony-Day Week, as well as disability awareness days (Are U Okay?, Wear It Purple, Pyjama Day). The intent is to not just have inclusive communications and services but also celebrate our diverse groups.	Language, cultural and disability barriers in navigating university platforms, communications and classrooms. With a growing multicultural society it is important to engage as many current and future students as possible and encourage inclusivity to foster positive experiences and academic growth. Personalising for diverse groups provides a voice for students and allows a way to collaborate, encourage and engage disadvantaged groups. Introducing language student buddy programs through language electives and direct links to informative pages available in multiple languages as well as different mediums for students with disabilities. Create a safe space to empower all students to communicate these problems that are affecting them and ensure that we as a community (university) are giving them all consideration. For example - A translate button for important pages that gets checked for accuracy by people educated in the language, i.e. professors or students for extra credit.

WSU Response to Recommendation 6:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand students want a peer-based buddy program connecting people from diverse language backgrounds for the purpose of assisting them to navigate university life. We understand students are asking for University communications to be more culturally and linguistically-responsive, and appropriate for people with a disability.	A peer to peer program, the MATES Mentoring Program already exists and is targeted at new students. The purpose of the program is to increase new students sense of belonging and connection to the university, assisting students to connect with their peers and increase knowledge of support and engagement opportunities. Over 80% of participants (mentees) join the program as a result of interactions at orientation and Welcome events. Other communication methods including digital boards, vUWS announcements, noticeboards, emails and WESTERNLife are also utilised. We will continue to grow and develop our communication platforms. English Conversations Groups is also a peer to peer program that runs in both Autumn and Spring and is focused on increasing students confidence in conversational English. The groups are not aligned to particular native languages, but rather a focus on speaking and interacting in English. We believe this to be an inclusive environment that encourages cultural competency and the use of the English language. We will continue to run cultural responsiveness training where appropriate for staff involved in the preparation of communications. We will investigate our communications for accessibility, aiming to ensure communications are accessible, including assigning the resources to do that.	1. Review promotion of existing peer programs that address these concerns (MATES Program, English Conversation Groups) 2. Introduce and continue cultural responsiveness training for all staff involved in student communications 3. Investigate the accessibility of student communications	December 2023	Responsible: -Equity and Diversity -Inclusive Communities, Student Community -Peer Programs, Student Retention and Success Accountable: -Vice-Chancellor Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) - Student Community, SEM Informed: -Student body

Panel Recommendation 7:

Opt-Out Engagement System

Details	The panel's rationale is
Institute a "opt out engagement" system that would fold existing extracurricular structures such as clubs and societies into first year units under a new overarching structure called "Degree Associated Networking Opportunities" (DANO). Should be an elective unit and NOT part of the core structure.	The conflicting interests that WSU students are juggling disincentivise students from engaging in extracurricular activities. Extracurriculars are an important part of community engagement and an effective method of raising awareness of opportunities and ways to have your voice heard. Making it part of the curriculum removes the question of time juggling as engaging in these systems becomes part of the fundamental part of the degree. It makes community engagement and having your voice heard an "opt out" system rather than "opt in", which means all students who want to be involved in having a voice would necessarily know how to, which is a currently a barrier to entry for a large amount of students. Involving students in the clubs ecosystem as part of their degree will introduce them to the spaces and channels to join other clubs and communities, increasing the student body's engagement with the student community and clubs/institutions. Courses have implemented community subjects or projects within which they are introduced or work with clubs/community institutions, and thus both are introduced to community channels and contribute to the clubs they benefit from.

WSU Response to Recommendation 7:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand this to mean that students want to ensure they are having some extra-curricular experiences at the University and making some friends.

Students are recommending that this would be improved by establishing an opt-out rather than opt-in model for these activities.

More specifically, students are proposing embedding these extra-curricular activities into degrees. For example, a unit with academic credit that all students complete in first year which requires them to become an executive of a club or volunteer with Peer Programs. | A proposal would be prepared for consideration by the Academic Senate for how such a unit/academic credit could potentially be incorporated into the degrees.

Where it is not possible/practical for a unit to be incorporated into a degree, we would look to make participation in extra-curricular activities an expectation/opt-out part of a student's onboarding journey. | 1. Provide a **proposal to the Academic Senate for consideration of the unit**/academic credit incorporation into degrees

2. If it is not feasible for a unit to be incorporated into a degree, **opt-out participation in extra-curricular activities**, as part of students' onboarding journey will be investigated | December 2023 | **Responsible:**
-Volunteering Framework Committee
-Learning Futures, 21st Century Curriculum

Accountable:
-Vice-Chancellor

Consulted:
-Citizen's Jury
-Student body (eg steering committee's, testing groups, feedback)
- Student Community, SEM

Informed:
-Student body |

Panel Recommendation 8:

Student Forum/Town Hall

Details	The panel's rationale is
A regular, optionally anonymous, informal open forum held both online and in-person for the student body, student representatives and university staff. The meeting would be SRC led with assistance from staff where attendees are encouraged to discuss issues and engage in open communication. The agenda for these meetings would be decided by the most discussed issues/ideas in the online forum and/or suggested by the student body or WSU. This agenda would then be tested with students to prioritise items to discuss. We aim to promote the agenda to the right audience to increase student cohort's and WSU's participation and engagement in order to voice their opinions to the right people.	Fragmented and hierarchical communication that is discouraging students from having a voice and the fear of judgement. Removing the fear of judgement or repercussions of students for coming forward, from reluctant students. Through flattening communication structures that can encourage students to come forward enabling them to be heard by decision makers. Further, the formality of existing channels is restrictive, discourages students from coming forward with day to day issues. Which discontent the body and are complained about socially by students arguing that governing bodies are unaware of and therefore remain ambivalent of the problems. It allows the students to feel included in the judicial process of traversing the system, enabling a process to function. It allows the SRC to remain an intricate part of the process, while including the university and the governing body. It allows a win-win situation between students and the governing body. The system will become more fluid, transparent and operational. Moving the university, the students and the democracy to be more successful.

WSU Response to Recommendation 8:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand this recommendation is essentially a physical town hall (perhaps with Zoom or similar support). Its agenda would be set from the major issues emerging from the virtual forum that students are using to raise concerns, hear others raise concerns and hear staff answers. It would enable in-depth conversations around more complex issues. The right senior decision-makers would be selected based on the agenda. The regularity of this forum would be determined by the students running it.	We would engage the students running this, provide suggestions around governance and approach and give them the funding and support to implement. We would commit to having relevant decision-makers present at each meeting.	1. **SRC/student-led online and face-to-face forums** to discuss issues and engage in open communication 2. **Capacity building, funding and support** to allow students to create and facilitate these events 3. Commit to having **relevant decision-makers present** at each event	July 2023	Responsible: -Student Representation, Student Community, SEM -SRC and student leaders Accountable: -Vice-Chancellor -Student Community, Student Experience and Marketing Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) - Relevant decision makers across the University Informed: -All University staff and students - broadcast

Panel Recommendation 9:

Online Student Forum

Details	The panel's rationale is
Online Forum communication channel. A platform where students can raise issues and concerns anonymously and be answered in a timely manner. Staff time spent responding would be prioritised based on a 3-pillar system which would be weighted against each other: 1) Time Sensitivity (Students could denote *when* they need the response by), 2) Category (Such as maintenance, complaint etc) and 3) Frequency (How much this or a similar issue has been raised). The Panel acknowledges that trolling may be an issue, however it is agreed that the option for anonymity is important, and that the trolling can be addressed through other methods. Examples include making it possible to make only one account per student number that can be flagged even when posting anonymously, and that repeated violations of the rules by that account would allow the moderators to strip that account of the option to post anonymously, or having moderators that would be able to approve or strike down any anonymous posting to ensure that trolling isn't an issue. The Panel would also want to ensure that students are consulted in the development and surveyed prior to implementation to ensure engagement and student uptake to prevent wasting resources	Students do not feel like they have a safe or effective space to voice their ideas or concerns, and students do not know how to voice those ideas or concerns to the relevant governing bodies. This is important to address as a lack of student feedback can lead to a reduction in student morale as issues faced by the student that are impeding their enjoyment of their time at University are not addressed. This is an issue as lower student morale decreases likelihood of student participation and success. This is the best way to address the issue because it allows those students who are not afraid to put their voice out there to make it be heard and those who are more afraid of attention to have as much of a voice in their issues or ideas. It would be considered a success when all if not most students can say that they know where to bring up concerns or ideas to make sure they are addressed properly or even to anonymously suggest it to voice their concerns.

WSU Response to Recommendation 9:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand this to mean an online forum/space where students can put concerns or ideas forward, other students can see what has been posted, and staff can answer queries there and students know to go there to get these answers.	We will make an appropriate commitment on staff responses to student ideas/concerns on the platform. We will investigate the best platform for providing this forum, determine how to facilitate engagement around it, and seek appropriate resources to implement.	1. **Investigate the best platform** for this forum 2. Commitment from **staff responding to student ideas/concerns** on the platform 3. Facilitate engagement with, and **seek appropriate resources to implement** the platform	December 2023	**Responsible:** -Service Excellence Team, Office of Strategic Project Implementation and Improvement **Accountable:** -Vice-Chancellor **Consulted:** -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) -Communications -ITDS - Student Community, SEM **Informed:** -All University staff and students via broadcast

Panel Recommendation 10:

SRC Election Engagement

Details	The panel's rationale is
An overhaul to the process of voting for SRC members so that it will be more inclusive by conducting on campus votes as well as online votes, (avoiding double voting) that way students would have an idea of who they're voting for as well as the background of the candidate. The recommendation is that there is at least one student from each campus in the SRC to enable a good "mix" of students and to increase 'relatability' of the student to the home campus. By having a representative from each campus it allows an accurate and realistic mix of students. SRC Panel/stall/debate: - Dedicated week prior to SRC election where students, staff and SRC candidates can interact. - Organize a big promotion of election week by Universitye.g. O-week that includes posters and travelling roadshow - Campaign activities by the SRC can include candidates personal short videos introducing themselves and advocating for their position - Include debates at optimum times (not just in-person, single-campus)	Lack of participation by students in the voting process for the SRCs and improving the awareness and transparency between voters and SRC members. Communication between students and SRC members should be paramount and increased transparency of who and what SRC members do/ are capable of doing will certainly help. The on campus voting would help students identify SRC members and understand their role in delivering their concerns. Easier and more engaging way in the selection process of SRC members as well as a simpler way in identifying them.

WSU Response to Recommendation 10:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand you're asking for on-campus voting in order to improve student engagement in voting and understanding the candidates and their policy platforms We also understand you want at least one SRC member from each campus. We currently require one rep per campus but wonder whether more reps would improve representation. Instead, we might want to focus on improving the level of engagement of the existing SRC campus reps with the broader campus student body (e.g. promoting and running monthly campus forums)?	We will tighten the candidate requirements so they need to provide more information about themselves (e.g. photos, bios) and their policy positions (e.g. via video) and/or through candidate debates or similar We will provide dedicated electronic polling booths on major campuses. We will continue to require one rep from each campus in the SRC We already run two weeks of campaigning before election. We will continue encouraging candidates to campaign during that period. We would organise compulsory activities for that period (e.g. candidate videos, organised debates)	1. **Strengthen SRC candidate application requirements,** mandating more information (e.g., biographies, photos, policy positions, videos) 2. Dedicated **electronic polling booths** on major campuses 3. Continuation of **one SRC Representative from each campus** 4. Maintain two weeks of campaigning prior to election period, with **additional compulsory activities** (e.g., candidate videos, organised debates)	December 2023	Responsible: -Student Representation, Student Community, SEM - SRC and student leaders Accountable: -Vice-Chancellor -Student Community, Student Experience and Marketing Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) Informed: -Student body

Panel Recommendation 11:

Student Representative Criteria

Details	The panel's rationale is
Modifying SRC criteria: SRC Students need to commit a certain amount of time to engage in SRC roles and responsibilities. The SRC should complete hours as per current requirement and must commit to the hours when signing up as candidates to the pre-election. SRC must implement the inner ring engagement by +C12 prioritising issues/ideas specified from the student/online forum (refer to intro diagram). *SRC work includes (but not limited to): brainstorming new ideas, Universityimprovements, checking student feedback from QR codes, updating & checking SRC social media page, talking about interactions with students they had about issues/things that work well (from interacting with students weekly), reports.	Accountability. Making sure SRC team are taking their roles and responsibilities seriously. Opportunity to meet Candidates. Increase visibility. • Making sure student voices are being heard and addressed. • Ensures SRC are not joining just for the title. • Making sure the SRC understands what they sign up for if it is clearly stated in the criteria. Agreeing to sign up means they understand what is expected from them and not meeting these requirements may risk loss of title. For example, not communicating topics to them, not joining SRC meetings, etc. This will ensure that the students in the SRC are the student members who have the students best interest in mind to communicate to the bodies who have the capabilities to fix the issues and develop the ideas that are presented. Visibility, can get to understand and know the motives/intentions of candidates prior to election. Strong confident SRC members will be the bridging points for students to the higher bodies, resulting in issues being solved sufficiently and ideas and goals brought to life. • Consistent meetings • Showing up • Drafting reports monthly • One week dedicated to SRC prior to election for panel/stalls.

WSU Response to Recommendation 11:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand this recommendation is an extension of the previous one. You are asking for clearer role task and time requirements for SRC members to attract candidates who are ready to seriously commit to fulfilling those. You are also asking for activities in the week leading up to the election so that students have a better sense of the candidates and their policy platforms.	We will develop and communicate to candidates clearer role requirements for SRC members (e.g. number and nature of engagement and communication requirements with rest of student body). These requirements would be shared via the elections webpage and candidate info sessions. We will create new pathways for SRC members who are not fulfilling their role to be put on notice and, if required, have their honorarium removed and/or have them removed from the SRC.	1. Develop and communicate to candidates clearer roles and responsibilities for SRC members. 2. Create new pathways for SRC members who are not fulfilling their role to be put on notice and, if required, have their honorarium removed and/or have them removed from the SRC (Consequence pathway)	December 2023	Responsible: -Student Representation, Student Community, SEM - SRC and student leaders Accountable: -Vice-Chancellor -Student Community, Student Experience and Marketing Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) Informed: -Student body

Panel Recommendation 12:

Student Representative Training

Details	The panel's rationale is
Train SRC representatives through mandatory induction process (e.g. inclusion policy, student welfare policy and interaction with specific groups, such as LGBTQIA) scenario/ role-play based activities, leadership workshops (benefit them as the SRC, and further in their studies and in the workplace). Through this, representatives will have a practical understanding of the situations that they will encounter and how to deal with them. Students are provided with an introductory module as part of their online orientation and it is further facilitated with a question/answer session with the SRC members at O-week.	SRC representatives not equipped with the correct skills/resources stepping into this major responsibility (especially younger/ new student) Additionally, students are unaware of the potential influence they can have on the selection of the SRC and their decisions If representatives are not well trained to complete their roles/duties, the SRC will not operate and function to fulfil its purpose. Likewise, if students are not aware of the influence they can have on decisions the SRC makes, the SRC will not be able to address issues that are core and We feel this is the best way to prepare and set up SRC representatives for success as it trains them at an early stage, it minimises the potential for any failure so that they can seek out and address issues with the training and information provided. Students who are aware of their rights and their influence on decisions could effectively work with the SRC.

WSU Response to Recommendation 12:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand you want effective student advocates and representatives, and that this can be improved by training successfully elected SRC members in university processes, equity awareness, leadership skills and other training relevant to their roles	We will continue updating and delivering training for SRC members as part of our comprehensive induction process for reps, which includes similar modules to those you've suggested (e.g. university processes, advocacy skills) We will look to expand out this training to other student representatives throughout the University	1. Continuation of SRC member **comprehensive induction process**, including training on a variety of relevant topics 2. Seek to **expand the training to other Student Representatives** throughout the University	December 2023	**Responsible:** -Student Representation, Student Community, SEM - LEAD, Student Community **Accountable:** -Vice-Chancellor -Student Community, Student Experience and Marketing **Consulted:** -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) **Informed:** -Student body

Panel Recommendation 13:

Collaboration with students in a practical sense

Details	The panel's rationale is
The level of collaboration would be dependent on what the students feel comfortable with.	The students have stated in a survey that they would like to see staff collaborate with them on making decisions. It is clear that students want their voice being heard when important decisions are made. Student concerns are being lost in the evidence used for decision making. This results in the students being unsatisfied with the decision that has been made. Even though we have SFU/SFT surveys, there is no other way for students to be involved in decisions that affect their learning and experience. For example, the University car parks do not appear to have any student input. There are no mechanisms currently that allow students to have a voice on what parking is available. For example, Nirimba campus does not require a parking permit. There does not appear to be any rationale for Nirimba not being part of the parking permit system.

WSU Response to Recommendation 13:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand that the panel is seeking for the university to create a stronger culture of more actively involving students and collaborating with them in decision making.	The university views some of the panel's recommendations, specifically the student online forum and student town hall, as going a fair way at addressing this, particularly if they are done well and have good engagement from both students and staff. We will ensure that the importance of creating a positive culture of student voice is discussed and actioned at the Executive level of the university, along with a reinforcement of the universities commitment for staff engagement in both the student online forum and student town hall as mechanisms for getting broad student input into decision making, as well as providing transparency around them.	1. Actions to **Recommendations 8 and 9** (student online forum and Town Hall) will contribute to address collaboration 2. **Encourage engagement of staff** with the forums and Town Halls for broader student input and transparency 3. Encourage a **positive culture of student voice** at an Executive level of the University	October 2023	**Responsible:** -Student Representation, Student Community, SEM - SRC and student leaders **Accountable:** -Vice-Chancellor -Student Community, Student Experience and Marketing **Consulted:** -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) **Informed:** -Student body

Panel Recommendation 14:

Annual IAP2 engagement spectrum surveys

Details	The panel's rationale is
The recommendation is for a spectrum tool to decide what levels of student involvement needs to be used. The level of staff impact is decided independently by the University itself. However, student impact needs to be evaluated in a non-biased way; this can be done through surveys of how important the decisions being made are to the students.	There has been a gap identified in the level of communication and collaboration between staff and students in terms of decision making and changes being made within the University. It is therefore important to bridge this gap between the current communication and level of student involvement and the ideal level that students want so that their voices can be heard and used effectively. The IAP2 engagement spectrum was utilised in student surveys to determine the level of influence and involvement students want to have on different topics. We acknowledge that there are some barriers of student vs staff involvement in terms of capital, planning and procedural process. This is where the visual qualitative models shown below could come into use. These models illustrate the spectrum of decision impact on both staff and students and how this will then determine the level of student involvement on decisions.
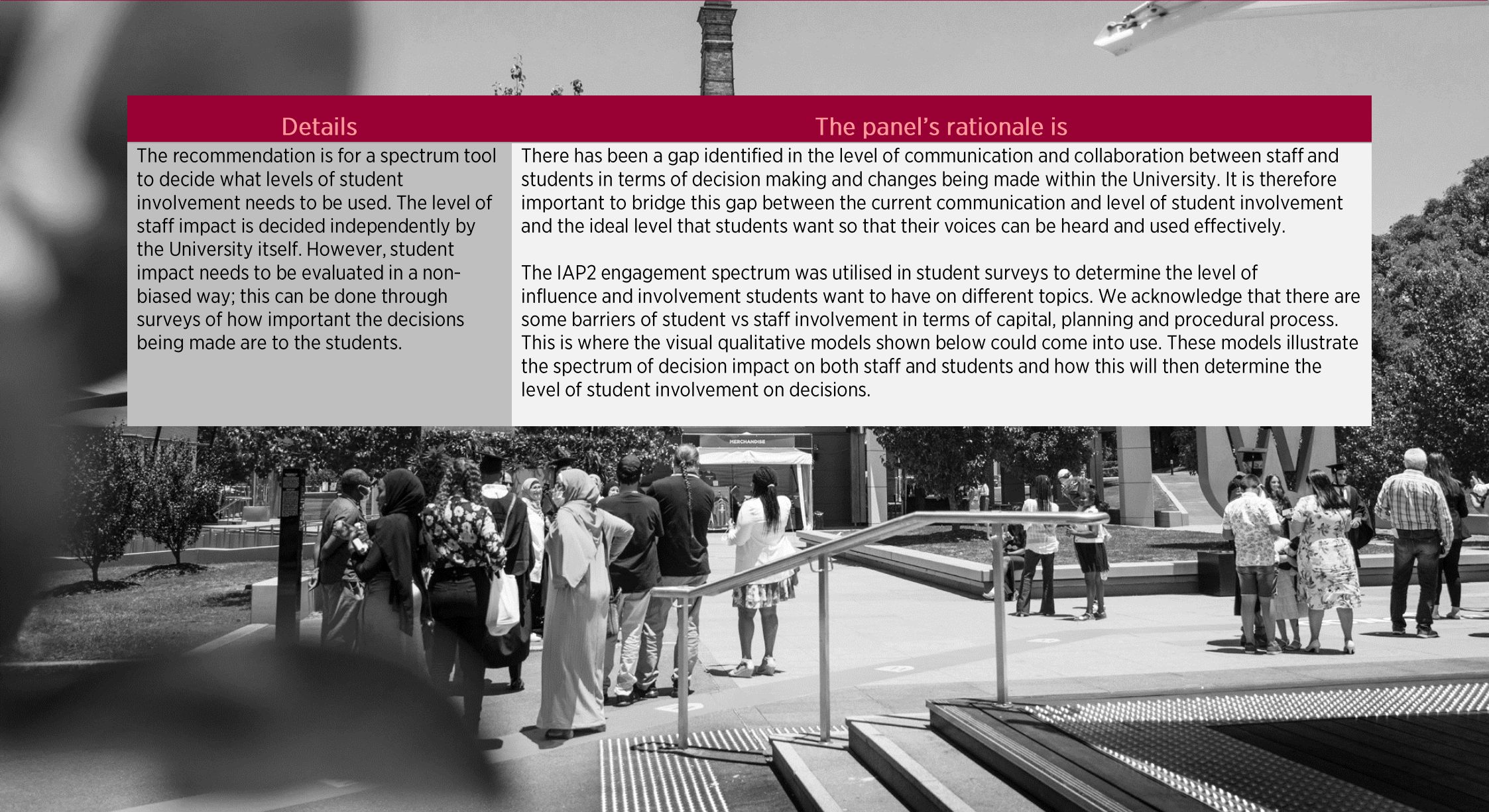
WSU Response to Recommendation 14:

WSU understanding of this recommendation	What the University will do	Action Items	Expected Completion of Phase 1	RACI Matrix
We understand that the panel is seeking for the university to survey students as regular intervals using the IAP2 engagement spectrum to gauge the level of input and participation the student body are seeking on particular areas of decision making within the university.	We will conduct an annual survey of the student body using the IAP2 methodology. Outcomes of the survey will be made available to the student body. The university will also provide a response to how they are including the student voice in relevant areas decision making, against the student expectations arising from the survey.	1. Conduct an annual survey of the student body using the IAP2 methodology 2. Release survey outcomes to the student body 3. Release a response to the survey outcomes, i.e., how the University is including the student voice in relevant areas of decision making related to student expectations arising from the survey	December 2023	Responsible: -Student Representation, Student Community, SEM Accountable: -Vice-Chancellor -Student Community, Student Experience and Marketing Consulted: -Citizen's Jury -Student body (eg steering committee's, testing groups, feedback) -Strategic Insights and Analytics Informed: -Student body