

WESTERN SYDNEY
UNIVERSITY



ANNUAL REPORT
2023



The Year in Review

Volume 1

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 (Western Sydney and beyond).

LETTER OF SUBMISSION

30 April 2024

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 2023 for your presentation to the New South Wales Parliament.

The Annual Report and Financial Statements have been prepared and submitted per the Government Sector Finance Act 2018.

Yours sincerely,

Professor Jennifer Westacott AO

Chancellor

Professor Barney Glover AO

Vice-Chancellor and President

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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 2023 Annual Report for Western Sydney University.

As we reflect on the events of 2023, it is without doubt that Western Sydney University has entered a new phase of development and maturity. In a context of global economic pressures, uncertainty around higher education policy and challenges of volatile domestic student load, the University remained focused on securing its long-term growth and sustainability.

Government reviews and reforms were a key feature of the higher education landscape in 2023. The most significant of these was the Australian Universities Accord, which saw the delivery of the Accord Interim Report and the implementation of priority actions by the Commonwealth Government resulting in immediate legislative change. Given the significance of the Accord to the sector the University was pleased to participate in the Review over the course of the year. At the State level, we engaged with a new NSW State Labor Government and the University continued to work closely with key Ministers on several strategic issues related to our Western Growth campus development program.

We celebrated many successes. For the second year in a row, Western Sydney University was named number one in the world for its social, economic and environmental impact in the 2023 Times Higher Education (THE) University Impact Rankings, including being named first in the world for Gender Equality. We reached our ambitious goal of achieving carbon neutrality by 2023. Building on our long-standing successes and commitment to gender equity, we were awarded the prestigious SAGE Athena Swan Cygnet Award for Flexible Work in recognition of our achievements in increasing flexible work opportunities for staff.

In February the University celebrated the installation of our new Chancellor, the fourth and first female in Western's history, Professor Jennifer Westacott AO.

Other key achievements of note included our philanthropic success of Giving Day 2023, with the University raising a total of \$1.3 million in donations. We celebrated the successes of our talented students who proudly represented us on the world stage with notable accomplishments by our student teams in the 2023 FISU (International University Sports Federation) University Football World Cup and the 2023 World Solar Car Challenge. Our men's football team was the only team from an Australian university to participate in the men's tournament, while our solar car Unlimited 5.0 was the first Australian car across the finish line in Adelaide, finishing ninth in their class.

In an important year for Indigenous leadership, the University was awarded funding for the establishment of its Indigenous Centre of Excellence (ICoE). Once completed, the ICoE will serve as a vital community space that honours the enduring connection between Indigenous peoples, the University and the region. While acknowledging the diversity of views across the University community, the University reinforced its longstanding commitment to addressing inequities faced by marginalised communities, including Indigenous Australians, by facilitating opportunities for ongoing and respectful dialogue about all aspects of the Voice to Parliament Referendum.

The Transformation Program, now in its second year, continued to progress well. The University was successful in its application to establish a campus in Surabaya, Indonesia with an expected opening in late 2024. The Surabaya campus will be our first self-managed international campus and is a demonstration of our commitment to

expanding our global presence and impact. We continued to progress our involvement in the EdTech Innovation Hub and the Institute of Applied Technology Construction; delivered stackable microcredentials through our Postgraduate Transformation (PGx) and School of Business collaboration; launched a pilot for the Flexible Pathway Diploma (Destination College); and engaged with over 1800 students in Australia and overseas through the Venture Makers initiative.

There were significant developments in the University's campus transformation program, including the opening of a vertical campus at Bankstown in early 2023 and planning for our new student hub, Fairfield Connect, and the Indigenous Centre of Excellence. We continued work on key strategic projects and commenced preparation of Western 2035 – a strategy to guide the development of the University's campus network over the next ten years. Importantly, the University made the decision to embark on the development of a new University strategic plan to guide a renewed set of long-term priorities and strategies.

In a year of uncertainty, change and challenge, Western Sydney University has demonstrated exceptional resilience and strength with our successes helping to enrich the lives of our students, staff, community and the broader Western Sydney region. In a future that will see significant change due to financial challenges and government reform, we remain confident that the University will continue to strengthen its position as a higher education leader, ensuring its long-term sustainability in a highly competitive environment.

Professor Jennifer Westacott AO
Chancellor

Professor Barney Glover AO
Vice-Chancellor and President

OVERVIEW

Aims and Objectives | Charter

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.'

Further functions prescribed by the Act in support of this object include:

- provision of facilities for education and research of university standard, having particular regard to the needs and aspirations of residents of Greater Western Sydney
- encouragement of the dissemination, advancement, development and application of knowledge informed by free inquiry
- the provision of courses of study or instruction across a range of fields, and the carrying out of research, to meet the needs of the community, beginning in Greater Western Sydney
- participation in public discourse
- conferring of degrees, including those of Bachelor, Master and Doctor, and the awarding of diplomas, certificates and other awards
- provision of teaching and learning that engage with advanced knowledge and inquiry
- development of governance, procedural rules, admission policies, financial arrangements and quality assurance processes that are sufficient to ensure the integrity of the University's academic programs.

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

OVERVIEW

Management and Structure

BOARD OF TRUSTEES MEMBERS

OFFICIAL MEMBERS

Professor Jennifer Westacott AO, Chancellor
Professor Barney Glover AO, Vice-Chancellor and President

Professor Yixia (Sarah) Zhang, Acting Chair of Academic Senate (ended 31 January 2023)

Professor Robert Mailhammer, Chair of Academic Senate (recommended 1 February 2023)

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
Dr Amanda Larkin
Ms Georgia Lee
Ms Natalia Centellas (nee Vukolova), Graduate Member

ELECTED MEMBERS

Associate Professor Jennifer Mensch, Academic Staff
Dr Fiona Pacey, Professional Staff (resigned 31 October 2023)
Mr Leslie Cowles, Professional Staff (commenced 1 November 2023)
Ms Coralie Properjohn, Postgraduate Student (ended 30 June 2023)
Ms Payal Shah, Postgraduate Student (commenced 1 July 2023)
Mr Bayan Sohailee, Undergraduate 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

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 2023

Key decisions of the Board of Trustees during 2023 included:

- Approved the establishment of a campus in Surabaya, Indonesia, named "Western Sydney University Indonesia"
- Disestablished the Foundation Council and established the Foundation Forum and Foundation Executive
- Approved the University joining the Uniseed partnership
- Approved the University entering a funding agreement to establish the Indigenous Centre of Excellence
- Supported an Indigenous Voice to Parliament
- Disestablished the position of Senior Vice-President and the Division of the Senior Vice-President, and established the Division of the Deputy Vice-Chancellor, Indigenous Leadership
- Approved the naming of lecture theatre 30.G.206 Campbelltown campus as the "Annemarie Hennessy Auditorium".

The Board drives 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 – a series of strategic projects spanning the University's operations. The Board received regular updates on the Australian Universities Accord.

At its annual strategic planning day the Board focused on identifying strategic priorities, enablers and strategic capabilities, the reprioritisation of the Transformation Program, and where the University should invest in its campus network for impact as part of a regional masterplan.

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

- Withdrawal from the Sydney Olympic Park Sport Tech Hub Project

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

- The Internal Audit and Risk Management Charter (replaces Internal Audit Charter)
- The revised Risk Management Policy
- The revised Student Misconduct Rule
- The Western Sydney University 2022 Modern Slavery Statement
- The revised Audit and Risk Committee Charter.

The Board also noted reports from Academic Senate:

- 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

Key membership changes to the Board in 2023 included:

- Ms Coralie Properjohn concluded her term as an elected postgraduate representative on 30 June 2023. Ms Payal Shah was elected as the postgraduate representative, commencing 1 July 2023
- Associate Professor Jennifer Mensch concluded her term as an elected academic staff representative on 31 December 2023
- Dr Fiona Pacey resigned as elected professional staff representative effective 31 October 2023. Mr Leslie Cowles was elected as the professional staff representative, commencing 1 November 2023
- Mr Bayan Sohailee concluded his term as an elected undergraduate student representative on 31 December 2023.

The Board made new appointments and re-appointments to its Audit and Risk Committee, Finance and Investment Committee, University Infrastructure Committee and People and Culture Committee.

HONORARY AWARDS AND TITLES

The following Honorary Awards and Titles were conferred in 2023:

Doctor of Letters (*honoris causa*)

Professor Margaret Gardner AC
Mr Daniel Labbad
Ms Teresa Plane
Ms Belinda Robinson
Emeritus Chancellor,
Professor Peter Shergold AC
Professor Robert Gordon Whittaker AM FRSN

Doctor of Science (*honoris causa*)

Laureate Professor Peter Doherty AC
Dr Eugene Moylan

Honorary Fellow

Mr Ramy Aziz
Ms Caroline Hutchinson

Community Fellow

Ms Jennifer Scott AM
Dr Coralie Wales OAM

Emeritus Professor

Dr Ragbir Bhathal (posthumous award)
Professor Ivor Indyk

BOARD OF TRUSTEES MEMBERS

OFFICIAL MEMBERS



Professor Jennifer Westacott AO, Chancellor



Professor Barney Glover AO, Vice-Chancellor and President



Professor Robert Mailhammer, Chair of Academic Senate (recommenced 1 February 2023)



Professor Yixia (Sarah) Zhang, Acting Chair of Academic Senate (ended 31 January 2023)

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



Ms Georgia Lee



Dr Linda O'Brien AM, Pro-Chancellor



Mr Lee Pinder, Pro-Chancellor



Ms Kerry Stubbs, Deputy Chancellor



Ms Natalia Centellas (née Vukolova), Graduate Member

ELECTED MEMBERS



Mr Leslie Cowles, Professional Staff (commenced 1 November 2023)



Associate Professor Jennifer Mensch, Academic Staff



Dr Fiona Pacey, Professional Staff (resigned 31 October 2023)



Ms Coralie Properjohn, Postgraduate Student (ended 30 June 2023)



Ms Payal Shah, Postgraduate Student (commenced 1 July 2023)



Mr Bayan Sohailee, Undergraduate Student

BOARD OF TRUSTEES MEMBERSHIP TERMS

NAME	CATEGORY	BOT MEMBERSHIP EXPIRY DATE
Prof Jennifer Westacott AO	Official	01/01/23 – 31/12/2026
Prof Barney Glover AO	Official	N/A
Prof Yixia (Sarah) Zhang	Official	01/08/2022 – 31/1/2023
Prof Robert Mailhammer	Official	01/02/2023 – 31/12/2025
Mr Simon Hickey	Ministerial Appointee	01/01/2022 – 31/12/2025
Ms Holly Kramer	Ministerial Appointee	01/01/2018 – 31/12/2025
Dr Amanda Larkin	Board Appointee	04/08/2022 – 03/08/2026
Mr Joseph Carrozzi AM	Board Appointee	01/01/2018 – 13/06/2024
Mr Lee Pinder	Board Appointee	01/01/2021 – 31/12/2024
Ms Kerry Stubbs	Board Appointee	01/09/2017 – 31/12/2024
Ms Natalia Centellas (nee Vukolova)	Board Appointee Graduate Member	01/01/2021 – 31/12/2024
Ms Georgia Lee	Board Appointee	08/02/2019 – 31/12/2026
Mr James Christian PSM	Board Appointee	01/01/2022 – 31/12/2025
Ms Elizabeth Dibbs	Board Appointee	17/02/2014 – 31/12/2025
Dr Linda O'Brien AM	Board Appointee	01/01/2018 – 31/12/2025
Ms Coralie Properjohn	Elected PG Student	01/01/2022 – 30/06/23
Ms Payal Shah	Elected PG Student	01/07/2023 – 30/06/2025
Associate Professor Jennifer Mensch	Elected Academic Staff	11/04/2022 – 31/12/2023
Mr Bayan Sohailee	Elected UG Student	01/01/2023 – 31/12/2023
Dr Fiona Pacey	Elected Professional Staff	08/06/2022 – 31/10/2023
Mr Leslie Cowles	Elected Professional Staff	1/11/2023 – 31/12/2025

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. Senate 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 *Sustaining Success 2021 – 2026*, and sets out the main priorities for Senate's activities, taking account of its functions as set out in the Academic Governance Policy and the national Higher Education Standards Framework.

ACTIVITIES IN 2023

Senate received regular updates on the student management system and the implementation of the review of the Graduate Research School. The University's Transnational Education Transformation Project and the opening of the Surabaya campus, student experience, and the new Support for Students Policy were topics of discussion.

The Senate Executive Committee met 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 has, where expedient and not contrary to policies, determined urgent matters within the jurisdiction of Senate arising between meetings of Senate, and reported action taken to Senate for ratification. Finally, it considered and determined any matters referred to it by Senate, or by the Chair of Academic Senate, or, where urgency was required, by Senate's other committees.

Academic Senate made decisions on academic policies, including the following: Placement Policy and Procedures, Microcredential Procedures, Learning Technologies Policy, Student Misconduct Rule, and Scholarships for Coursework Students Policy.

The Chair of Academic Senate is a member of the Chairs of Academic Board/Senate Committee and was elected Deputy Chair of this committee in 2023 for a two-year term. University governance and academic risk were topics of note at a national level and inform ongoing projects led by the Chair of Academic Senate.

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 met regularly with student representatives to discuss issues and to help prepare papers to Senate. Student papers to Senate have had important effects, including highlighting areas of improvement in international scholarships and disability services.

All members of Senate have an important role in raising and discussing matters. Key topics raised by members of Senate in 2023 included student experiences and satisfaction as well as discussions of teaching quality. Outcomes of Academic Senate meetings are communicated via email to Senate members so that they are disseminated across the University.

As the peak academic body, Academic Senate discusses topics of academic relevance to the University and to higher education and receives updates on important developments in the University. In 2023 key topics were the University's preparation for the TEQSA accreditation review scheduled for 2025 and engagement with the Australian University's Accord process. A Vice-Chancellor and Chair of Academic Senate Forum was held in 2023 discussing the Accord Panel's interim report and its implications.

The Chair of Academic Senate, Professor Robert Mailhammer, was re-elected for a two-year term of appointment concluding 31 December 2025. Professor Sarah Zhang was re-elected as Deputy Chair for a two-year term concluding 31 December 2025.

ACADEMIC SENATE MEMBERSHIP (as at 8 December 2023 (the date of the last meeting in 2023))

EX-OFFICIO MEMBERS

- Professor Barney Glover AO, Vice-Chancellor and President
- Professor Clare Pollock, Senior Deputy Vice-Chancellor and Provost
- Professor Maryanne Dever, Deputy Vice-Chancellor Education
- Professor Deborah Sweeney, Deputy Vice-Chancellor and Vice President Research, Enterprise and International
- Professor Michelle Trudgett, Deputy Vice-Chancellor Indigenous Leadership
- Professor Simon Bedford, Pro Vice-Chancellor Learning Futures
- Professor Kevin Dunn, Pro Vice-Chancellor Research
- Professor Alpha Possamai-Inesedy, Pro Vice-Chancellor Educational Partnerships and Quality
- Professor Linda Taylor, Pro Vice-Chancellor International
- Professor Andy Marks, Pro Vice-Chancellor Strategy, Government and Alliances
- Dr Nicolene Murdoch, Pro Vice-Chancellor Educational Partnerships and Quality
- Professor Susan Page, Pro Vice-Chancellor Indigenous Education
- Professor Brian Stout, Pro Vice-Chancellor Humanities, Arts and Social Science Cluster and Dean, School of Social Sciences
- Professor Simeon Simoff Pro Vice-Chancellor STEM and Dean, School of Computer, Data and Mathematical Sciences
- Professor Amir Mahmood, Dean School of Business
- Professor Michele Simons, Dean School of Education
- Distinguished Professor Brian Falzon, Dean School of Engineering, Design and Built Environment
- Professor Matt McGuire, Dean School of Humanities and Communication Arts
- Professor Rod McClure, Dean School of Medicine
- Professor Deborah Hatcher, Dean School of Nursing and Midwifery
- Professor Tanya Meade, Dean School of Psychology
- Professor Graciela Metternicht, Dean School of Science
- Professor Sarah Lewis, Dean School of Health Sciences

- Ms Elen Seymour, Interim Dean School of Law
- Professor Clive Baldock, Dean Graduate Research School
- Mr Glenn Campbell, Chief Executive Officer The College
- Professor Dennis Chang, Director Research Institute representing the University's Research Institutes
- Ms Fiona Salisbury, Executive Director Library Services
- Ms Jess Gleeson, Director Data Integrity, Quality and Operations

ELECTED MEMBERS (Term to 31 December 2023, unless otherwise indicated)

- Professor Robert Mailhammer, Chair Academic Senate
- Professor Sarah Zhang, Deputy Chair Academic Senate
- Dr Alexie Papanicolaou, Academic Staff, University Research Institutes
- Dr Ayda Succarie, Academic Staff, School of Business (Level A, B or C)
- Associate Professor Ann Dadich, Academic Staff, School of Business (Level D, E)
- Dr Evan Crawford, Academic Staff, School of Computer, Data and Mathematical Sciences (Level A, B or C)
- Associate Professor Ana Hol, Academic Staff, School of Computer, Data and Mathematical Sciences (Level D, 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, E)
- Dr Ranjith Liyanapathirana, Academic Staff, School of Engineering, Design and Built Environment (Level A, B or C)
- Professor Samantha Liyanapathirana, Academic Staff, School of Engineering, Design and Built Environment (Level D, E)
- Associate Professor Amit Arora, Academic Staff, School of Health Sciences (Level D, E)
- Dr Evan Atlantis, Academic Staff, School of Health Sciences (Level A, B or C)
- 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, E)

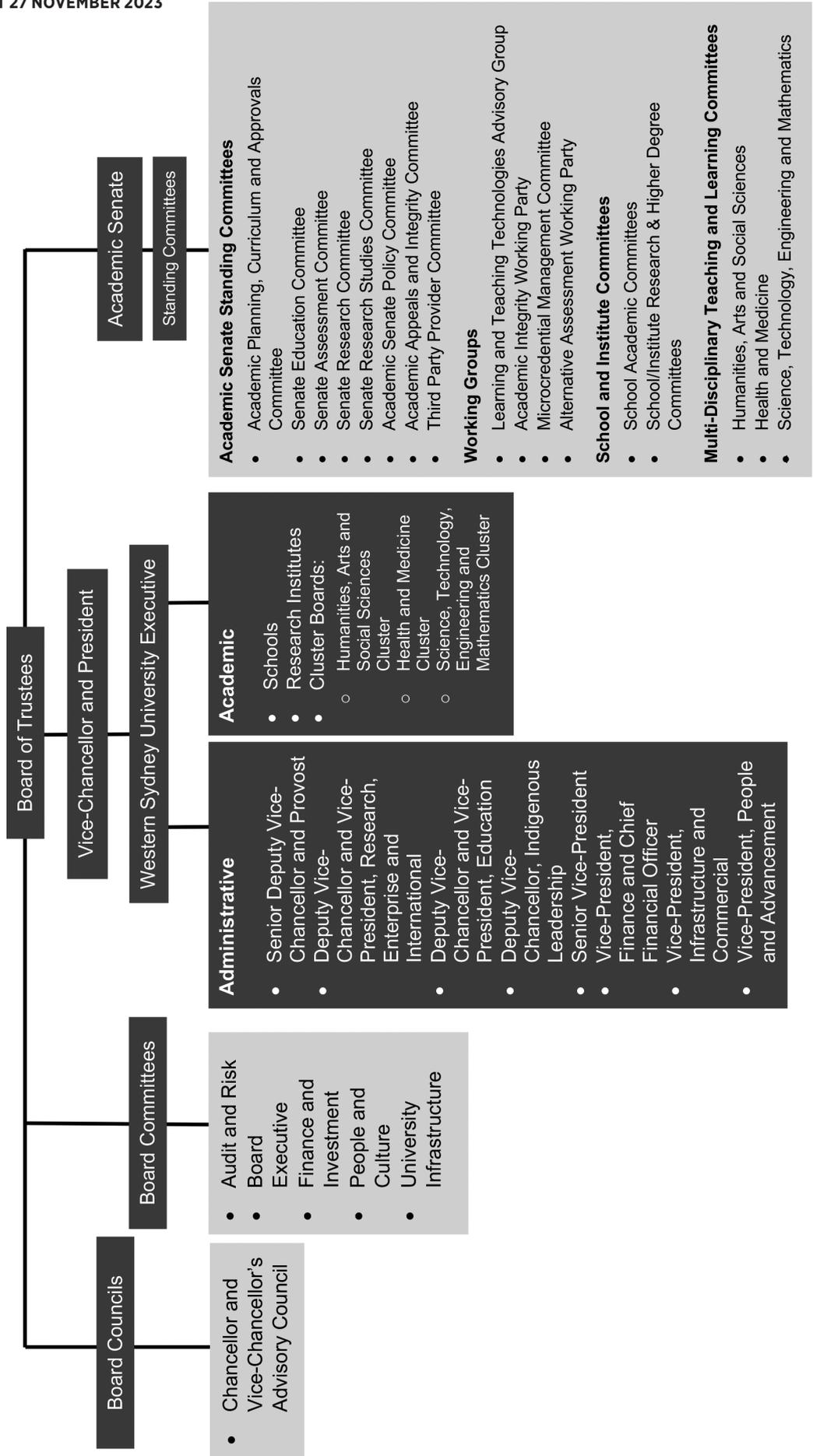
- Dr Maria Bhatti, Academic Staff, School of Law (Level A, B or C)
- Associate Professor Liesel Spencer, Academic Staff, School of Law (Level D or E)
- Dr Erika Gyengesi, Academic Staff, School of Medicine (Level A, B or C)
- Professor Neil Merrett, Academic Staff, School of Medicine (Level D, E)
- Ms 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, E)
- Dr David Arness, Academic Staff, School of Psychology (Level A, B or C)
- Associate Professor Gabrielle Weidemann, Academic Staff, School of Psychology (Level D, E)
- Dr Ben Perry, Academic Staff, School of Science (Level A, B or C)
- Professor Miroslav Filipovic, Academic Staff, School of Science (Level D, 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, E)
- Mx Vicky-Rae Reed, Disability Matters Student Representative (until 31 May 2025)
- Ms Tiffany Sharpe, Indigenous Australian Student Representative
- Ms Vidushi Sethi, International Student Representative
- Dr Ritesh Chimoriya, Postgraduate Student Representative (until 31 May 2024)
- Ms Payal Shah, Postgraduate Student Representative (until 31 May 2024)
- Ms Sirjan Sidhu, Undergraduate Student Representative (until 31 May 2025)
- Vacant, one Undergraduate Student Representative

APPOINTED MEMBERS

- Professor Janice Aldrich-Wright

WESTERN SYDNEY UNIVERSITY GOVERNANCE STRUCTURE

CURRENT AS AT 27 NOVEMBER 2023



PRINCIPAL OFFICERS OF THE UNIVERSITY

as at 31 December 2023

CHANCELLOR

Professor Jennifer Westacott AO

- BA (Hons), University of New South Wales
- Hon. Litt.D., UNSW
- Advanced Management Certificate, Monash Business School
- Chevening Scholar, London School of Economics, UK
- Fellow of the Australian Institute of Company Directors (FAICD)

VICE-CHANCELLOR AND PRESIDENT

Professor Barney Glover AO

- PhD, University of Melbourne
- MSc, University of Melbourne
- BSc (Hons), University of Melbourne
- DipEd, University of Melbourne
- 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)

SENIOR VICE-PRESIDENT

Mr Peter Pickering

- B Com (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)

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 (EDUCATION)

Professor Maryanne Dever

- PhD, University of Sydney
- MA (Hons), University of Sydney
- BA (Hons), University of Queensland

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
- BA, Indigenous Studies, University of New England

VICE-PRESIDENT (PEOPLE AND ADVANCEMENT) AND REGISTRAR

Mr Angelo Kourtis

- BA, University of Western Sydney

VICE-PRESIDENT FINANCE AND CHIEF FINANCIAL OFFICER

Mr Darren Greentree

- MBA (Exec) AGSM, University of New South Wales
- B Bus Acc, Charles Sturt University
- Fellow of the Certified Practising Accountants of Australia (FCPA)
- Graduate of the Australian Institute of Company Directors (GAICD)

VICE-PRESIDENT INFRASTRUCTURE AND COMMERCIAL

Mr Bill Parasiris

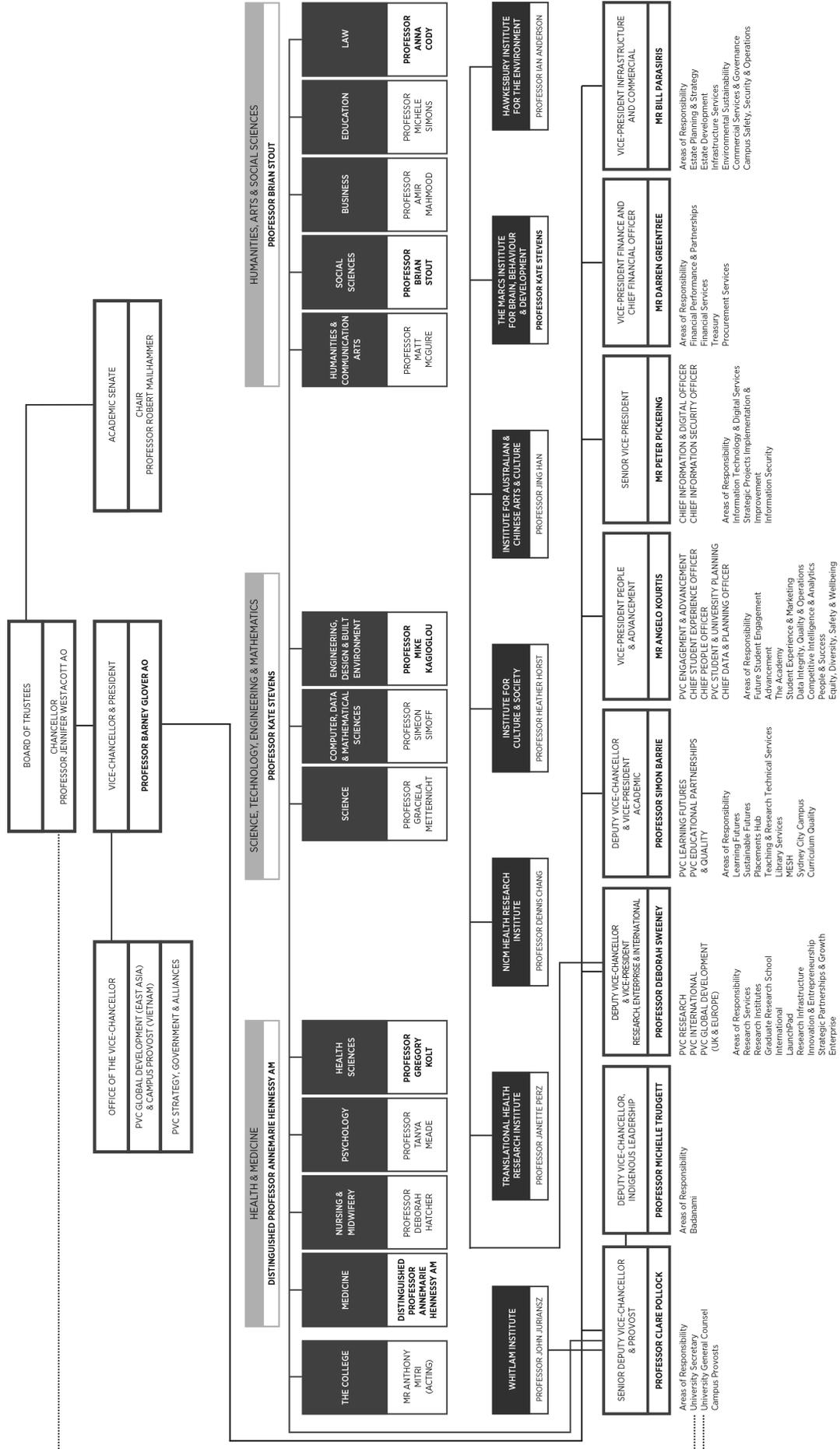
- MBA, Western Sydney University
- Associate Diploma, Sydney Institute of Technology, Business (Property)
- Advanced Certificate, Sydney Institute of Technology, Property Agency
- Graduate of the Australian Institute of Company Directors, (GAICD)
- Member Property Council of Australia (PCA)

CHAIR OF THE ACADEMIC SENATE

Professor Robert Mailhammer

- 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
- International Society for the Linguistics of English

WESTERN SYDNEY UNIVERSITY ORGANISATIONAL STRUCTURE (1 FEBRUARY 2023)



* Bold denotes members of the University Executive Committee
 01 FEBRUARY 2023

OVERVIEW

Combined Annual Reports

The University provides a standalone annual report.

Application for Extension of Time

The University has not applied for an extension to the submission deadline.

STRATEGY

Strategic Objectives and Outcomes

Objectives: *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

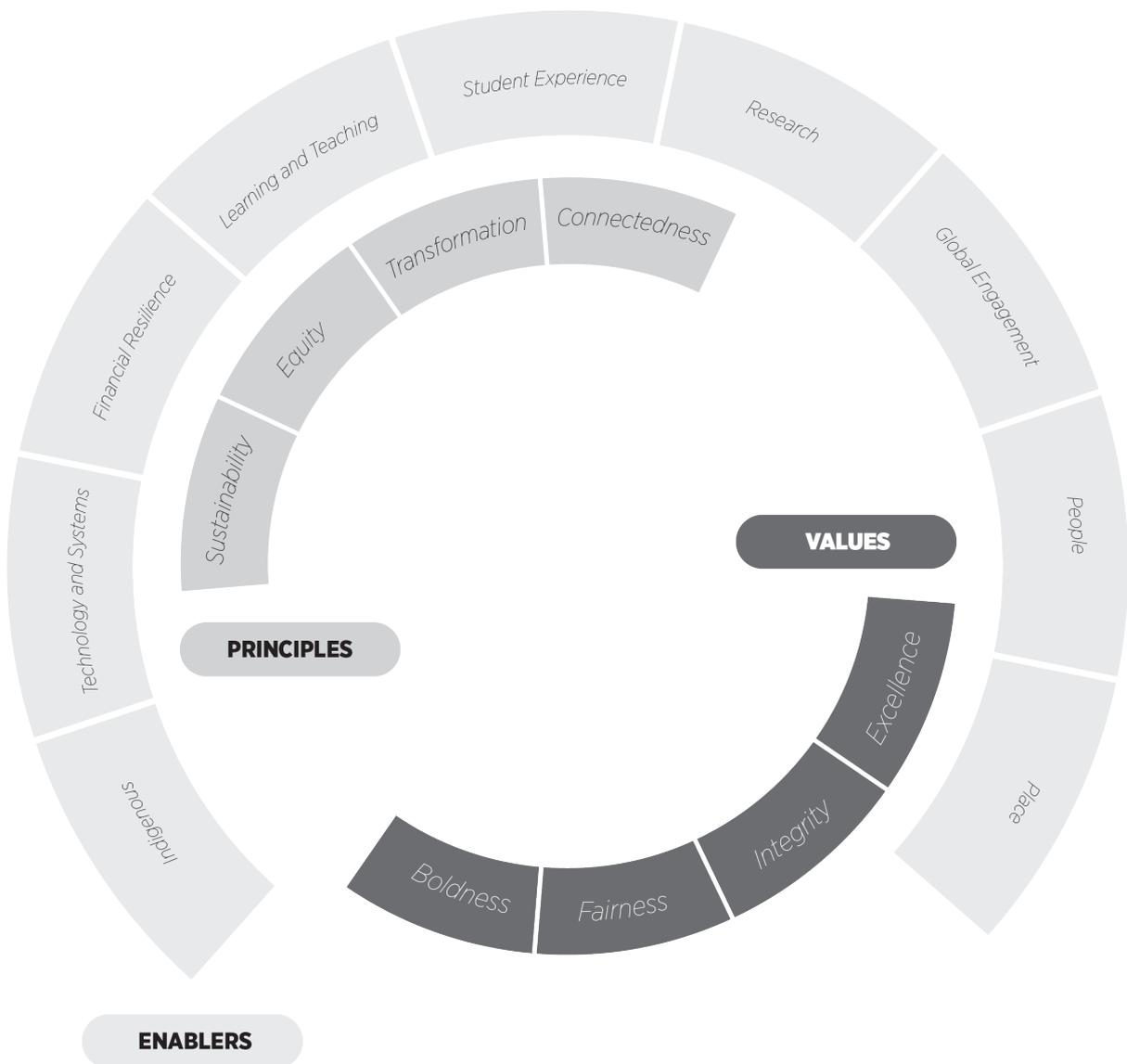
Our values define who we are and what we expect and encourage in each other. They are lived and embedded in the behaviours of everyone within the University community. Our values represent a commitment to our students, people and communities, both local and global. Our values are: Boldness, Fairness,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



STRATEGY

Strategic Objectives and Outcomes

Outcomes

The University's strategic plan, *Sustaining Success 2021-2026*, is approved by the Board of Trustees and sets out the University's mission, values, enablers and principles. *Sustaining Success* outlines the future directions and priorities for the University and provides ten measures against which the University evaluates its success.

The University's Board of Trustees receives regular reporting on progress against *Sustaining Success* measures, including summary reports against all measures and single-measure deep-dives.

PERFORMANCE AGAINST SUSTAINING SUCCESS MEASURES

MEASURE	METHOD/SOURCE	BASELINE	OCTOBER 2023	2026 TARGET
M1. Grow the University's reputation	THE Young Universities ranking	=36	33	15
	THE Impact ranking	3	1st globally 1st nationally	Top 10
M2. Adopt energy renewables in campus operations and advance toward carbon neutrality in 2030	The proportion of renewables used in University's energy supply	<5%	75%	100%
M3. Financial resilience and robustness by growing the University corpus and maintaining liquidity	Year on year growth in University Corpus	CPI +3.0%	CPI +2.11%	CPI +4.0%
	Liquidity (current ratio)	Liquidity ratio >2	Liquidity ratio 3.46	Liquidity ratio >2
M4. Increase the proportion of our students who are Indigenous	Number of Indigenous students	745	769	1315
M5. Represent gender equity, diversity and inclusion in our culture, workforce, processes and policies	WGEA compliance report % of women in Manager positions or higher	53.9%	59%	50%
	CultureAmp Survey: Wellbeing and Inclusion	76%	75%	82%
M6. Improve our research quality and impact	Excellence in Research Australia	85% of assessed four-digit FoRs are world standard or above	ERA discontinued	90% of assessed four-digit FoRs are world standard or above
	Engagement and Impact Assessment	34% of case studies assessed High across Engagement, Impact, and Approach to Impact	EIA discontinued	53% of case studies assessed High across Engagement, Impact, and Approach to Impact
M7. Increase the retention of our domestic and international students and the quality and employability of our graduates	Retention: internal data	79%	70.6%	83%
	Graduate Outcome Surveys	85.5% undergraduate medium-term full-time employment	85.2% undergraduate medium-term full-time employment	89.5% undergraduate medium-term full-time employment
M8. Improve student satisfaction, engagement, support and belongingness	Voice of Students	Net Promoter Score: 23	Net Promoter Score: 40 (2022)	Net Promoter Score: 27
M9. Deliver positive impact for, and with, our communities and partners through social, economic, cultural and place-based transform-ations	Biannual Partnership and Engagement Survey	New Survey	N=246 Average rating, overall experience with WSU 7.9 (Scale 1-10)	New Survey
M10. Expand the proportion of curricula and micro-credentials that are co-created with industry and community partners	Proportion of majors and programs with industry participation	12.5%	87%	75%

It should be noted that, since the creation of *Sustaining Success*, some performance measures have been altered to reflect a changing external environment or different understandings of a measure's purpose. For instance, the Commonwealth's decision to suspend the Excellence in Research for Australia and Engagement and Impact Assessment have made these measures redundant.

OPERATIONS AND PERFORMANCE

Management and Activities

The University's strategic performance measures are provided in the section Strategic Objectives and Outcomes.

The University is a self-accrediting Table A Higher Education Provider per the *Higher Education Support Act 2003*. Institutional performance reviews are cyclical and administered by the Tertiary Education Quality and Standards Agency. The University's registration renewal is due 21 November 2025 and work is being undertaken throughout 2024 to prepare for that renewal. There are no conditions on the University's current registration.

OPERATIONS AND PERFORMANCE

Management and Activities

Five Year Performance

CATEGORY	2018	2019	2020	2021	2022	2023	% CHANGE 2022 - 2023
NUMBER OF STUDENTS							
TOTAL	48,515	49,506	49,266	48,874	47,117	47,197	0.2%
Female %	56.4	56.7	57.5	58.5	59.1	59.0	-0.2%
Commencing	19,491	18,353	17,550	16,362	16,800	19,818	18.0%
Female %	57.9	58.2	59.2	60.8	59.2	59.3	0.2%
STUDENT LOAD							
TOTAL	35,716	36,764	36,592	35,965	33,542	33,292	-0.7%
Postgraduate	5,388	5,824	5,562	4,885	5,048	6,167	22.2%
Undergraduate	29,284	29,921	30,462	30,701	28,159	26,573	-5.6%
Other*	1,044	1,019	568	380	334	553	65.6%
*Other includes enabling, cross institutional and non-award							
STUDENT LOAD BY FUNDING SOURCE							
TOTAL	35,716	36,764	36,592	35,965	33,542	33,292	-0.7%
Commonwealth Grants Scheme	28,558	28,527	28,699	28,812	26,026	24,227	-6.9%
Commonwealth Research Training Program / Scheme	600	636	615	567	733	506	-31.0%
Domestic Fee-paying (award and non-award)	981	1,122	1,109	1,128	1,006	1,352	34.4%
Fee-Paying Overseas Students	5,577	6,479	6,169	5,457	5,778	7,207	24.7%
STAFF FTE (FULL-TIME EQUIVALENT)							
TOTAL	3,388	3,581	3,311	3,086	3,227	3,278	1.6%
Academic	1,675	1,697	1,475	1,418	1,494	1,498	0.3%
Teaching only	733	709	488	500	539	527	-2.2%
Teaching and Research	783	834	860	816	917	875	-4.6%
Research only	126	123	111	95	28	55	92.6%
Other	33	30	16	8	10	41	331.6%
Professional	1,713	1,884	1,835	1,668	1,733	1,780	2.7%
AWARD COMPLETIONS							
TOTAL	9,008	9,515	8,677	9,534	15,765		
Undergraduate	6,670	6,931	6,274	6,895	11,854		
Postgraduate	2,338	2,584	2,403	2,639	3,911		

Completions for 2023 are not finalised until after graduations

CATEGORY	2017	2018	2019	2020	2021	2022	2023(P)	% CHANGE 2022 - 2023
RESEARCH FUNDING (\$'000)								
Australian Competitive Grant income (Category 1) includes ARC, NHMRC & Other	14,056	11,636	13,558	12,675	14,490	14,837	16,844	13.9%
Collaborative income (Category 2, 3 and 4)	21,335	26,998	30,319	30,731	36,937	38,817	26,266	-34.0%
TOTAL HERDC INCOME	35,391	38,635	43,876	43,405	51,427	53,654	43,110	-20.5%
TOTAL OPERATING REVENUE (\$'000)	799,105	906,134	900,810	872,710	1,016,714	871,806	919,346	4.7%
TOTAL NET ASSETS (\$'000)	1,912,791	2,081,503	2,124,870	2,218,481	2,455,207	2,652,824	2,633,769	-0.8%

Totals may not add due to rounding

OPERATIONS AND PERFORMANCE

Management and Activities

Major Projects

The University has the following major projects underway with significant expenditure in the reporting year:

PROJECT NAME	PROJECT DESCRIPTION	TOTAL LIFE OF PROJECT BUDGET	PROJECT EXPENDITURE TO DATE	2023 EXPENDITURE
Bankstown City Campus	The Bankstown City Campus is a new vertical campus that will help transform the Bankstown city centre. Course offerings and educational facilities at the Bankstown Milperra campus transferred to the new location in January 2023.	\$60,396,000	\$60,396,000	\$5,049,188
Indigenous Centre of Excellence	The Indigenous Centre of Excellence, to be constructed on the University's Rydalmere campus, will reinforce the region's deep connection to Indigenous people. An Indigenous Arts and Education Hub will anchor the Centre and, through the input of the University's Elders Advisory Committee and key Indigenous stakeholders, has been designed to support connection to Country for Indigenous people. The project is funded from the NSW government's Western Sydney Infrastructure Grants Program.	\$79,393,000	\$1,798,000	\$1,798,000
Lang Walker AO Medical Research Centre	The Lang Walker AO Medical Research Building will be a research facility servicing the population of South West Sydney and focusing on public health, diabetes, mental health, Indigenous health, paediatrics and cancer, as identified by the South Western Local Health District / Campbelltown Hospital Clinical Services Plan.	\$55,611,000	\$7,197,000	\$4,041,000
Hawkesbury Institute for the Environment and Science Building	The new science building on Hawkesbury campus will consolidate a number of existing teaching and research facilities into a single new multifunctional facility.	\$52,160,000	\$2,332,510	\$685,000
Hawkesbury Agritech Precinct	The Precinct will be a high-tech industry-partnered greenhouse array, supported by engaged research clusters in food technology, land use management and consumer demand.	\$27,700,000	\$914,900	\$764,000

OPERATIONS AND PERFORMANCE

Summary Review of Operations

Division of Senior Vice-President

INFORMATION TECHNOLOGY AND DIGITAL SERVICES

The Information Technology and Digital Services (ITDS) department provides a wide range of services and leads or participates in numerous projects. The size of the department, the funding provided and the division of this funding into different areas (staffing, renewal projects, etc) compares with Australian and global benchmarks. Strategic projects are funded on the basis of business cases. University governance committees receive regular updates on ITDS activities and service provision metrics, as well as a deep-dive session on funding and investment priorities.

ITDS' priorities guide its investment planning and resource allocation, and include contemporary infrastructure and service provision; addressing cyber security needs; pursuing an integrated information management agenda; and leading culture change as part of a Digital Acceleration program.

Digital Acceleration

The Digital Acceleration (DX) strategic initiative enables new education, research and innovation, and operating models through coordinated culture, planning and technology shifts. The DX initiative supports other Transformation Projects.

The DX initiative aims to facilitate transformation in four broad areas:

- How IT is used and managed
- Education offerings
- Student engagement, recruitment and retention
- Research and innovation.

These transformations map to six themes:

- System and Infrastructure Strategy
- Data and Information Management
- Learning Experiences
- Innovation Culture
- Student Recruitment, Engagement and Retention
- Research Productivity.

In practical terms, the program of works is organised in seven areas:

- Cloud Strategy
- Contact Centre Modernisation
- Information Infrastructure Replacement
- Curriculum Management System
- Learning Management System (LMS)
- Customer Relationship Management (CRM)
- Research Visibility.

At the end of 2023, the Contact Centre Modernisation project was the most complete, with a new omni-channel package introduced in all Western call centres. Implementation of the cloud strategy program was well-advanced and will take two years to complete. Other projects were commencing following stakeholder consultation and procurement activities.

Student Management System

The University has put considerable effort and resources into implementing a new Student Management System (SMS). The priority for SMS development at Western is to move the system into a Software-as-a-Service (SaaS) environment, ensuring that the University has the full benefit of product enhancements and vendor expertise in areas such as cyber security.

2023 was the second full year of operation of the Ellucian Banner SMS ecosystem at Western. The SMS team partnered with key business stakeholders across the University to form the SMS Task Force group to deliver improved functionality across all areas of the student administration lifecycle. Successes included:

- Upgraded all major solution components
- Introduced new digital credentials platform and academic document generation capability
- Implemented new handbook information and reporting.

Division of Finance and Chief Financial Officer

FINANCE AND CHIEF FINANCIAL OFFICER

Established in January 2023, the Division of Finance and Chief Financial Officer provides high level strategic direction to, and oversight of, the University's financial performance to ensure the University's financial sustainability. The Division ensures that the University's financial integrity and compliance regulations are met at the highest possible standard, including the achievement of annual unqualified financial statements.

Effective financial systems, processes, governance, frameworks and financial controls support the Division's objectives. The Division provides daily financial, treasury and procurement advice to Divisions, Schools, Institutes and Entities.

The key areas of the Division are:

- Financial Performance and Partnerships
- Financial Services
- Treasury
- Procurement.

FINANCE

Key responsibilities of the financial units of the portfolio include three year rolling forecasts; annual budgets; monthly financial reporting and analysis; financial evaluation; providing audited financial statements; business partnering; financial accounting; treasury and investment management; financial services and operations (including accounts receivable and accounts payable); financial accounting; insurance; taxation; and travel.

Together with the establishment of strong ongoing financial controls and governance, financial processes and systems are in place to ensure delegated authority, allocated by the Board of Trustees, is maintained throughout all financial transactions and that the reputation of the University is upheld while ensuring the goals of the University's strategic plan are met.

Corpus Fund

The effective management of the University Corpus ensures the proceeds from Western Growth (and other significant commercial activities) are used for the University's long-term interests. The University's Corpus 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. It is the strategic ambition of the Division that the Corpus will facilitate University-wide advancement over the long-term.

Responsible Investment

The University is committed to Responsible Investment and seeks to ensure 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 Sustainable Development Goals (SDGs) and seeks to support these through its investments where possible.

The University has appointed Mercer¹ as its implementation consultant. Mercer is a founding signatory to the Principles for Responsible Investment (PRI), which began in 2006 as a United Nations-supported network of investors and is recognised by many industry participants as a significant contributor to responsible investment leadership globally and locally.

The University and its implementation consultant believe ESG factors can impact investment risk and returns over the long term. The University will:

- Ensure it understands any material ESG risks and opportunities embedded in the portfolio's investments and that they are managed 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 fund managers
- Require reporting on potentially material ESG risk and opportunity exposures from fund managers as part of an annual review.

Both the University and its implementation consultant believe that being a sustainable investor means using influence as an investor, through proxy voting and engagement, to encourage good corporate governance and sustainable operating practices.

The University ranked in the top third among global peers² in its approach to responsible investment, noting this is the fifth annual responsible investment report produced. Achievements over the past year include:

- The endowment continued to decarbonise and benefit from Mercer's Net Zero target and pathway. As at 30 June 2023, the University's total measured investment portfolio was 29% less carbon intensive than its composite benchmark, and had decarbonised by over 20% year-on-year since June 2022
- In keeping with the requirements of the Modern Slavery Act and our commitment to protecting human rights, Western reviewed its investments for any potential exposure to modern slavery incidents or risks. The University's portfolio was found to have no holdings with modern slavery indicators
- The University invests in the Mercer Sustainable Plus International Shares Fund of which over 50% 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.

1 The local Mercer entity is Mercer Investments Australia Limited (MIAL) and some references are noted with an asterisk as specific only to MIAL rather than Mercer globally.

2 This is based on Mercer's proprietary Responsible Investment Total Evaluation (RITE) tool, which evaluates asset owners on a range of responsible investment practices and provides anonymous peer comparison within the sample of entities captured in Mercer's RITE research.

PROCUREMENT

Procurement is responsible for providing commercial advice ensuring continuity of operations (through procurement of goods/ services) and mitigation of risk in the University's supply chain through appropriate contractual instruments. Procurement has recently transitioned from a compliance and process focus to an assurance and outcome focused function. This has allowed for greater alignment with the University's strategic priorities. Procurement has continued to enhance procurement engagement and processes, development of procurement strategies, supplier relationship management, contract development, governance, supply chain risk mitigation, purchasing, commercial negotiations and sustainable procurement activities.

Procurement's four key activity streams are:

- **Procurement operations:** Procure to Invoice (P2I) process, oversight and management of NSW scheme engagements, Master Services Agreements (MSAs) and panel agreements
- **Procurement business partnering:** In line with other shared services functions across the University
- **Transformation and Major projects procurement:** Support and lead procurement activities for major projects and strategic initiatives
- **Governance, reporting and social procurement:** Ensuring ESG requirements are considered across all procurement initiatives (Indigenous engagement, Small medium enterprise (SME), Modern Slavery, Local Industry Participation (LIP)); contract management and Supplier Relationship Management (SRM) program; and reporting and procurement governance (Government Information Public Access (GIPA), NSW Enforceable Procurement Provisions (EPP), Procurement Policy etc.)

Division of Infrastructure and Commercial

INFRASTRUCTURE AND COMMERCIAL

OVERVIEW

The Division of Infrastructure and Commercial (I&C) is responsible for the strategic planning, campus activation and operational management of the University's built environment and infrastructure, campuses, operations, properties (both owned and leased), and related services and management of the University's footprint. I&C manage environmental planning, management implementation and development of the sustainability agenda in line with the University's strategic goals.

Working in partnership with all areas of the University community, the Division:

- Ensures that all University campuses have infrastructure that supports the University's mission and operational requirements
- Implements a strategic, transparent and equitable process for the planning and delivery of capital projects
- Preserves and enhances the unique aesthetics of the campuses and enhances the student experience
- Maintains a safe and healthy environment for everyone who uses our campuses.

The Division drives innovative solutions to increase the University's efficiency, sustainability and organisational strength across a diverse network of campuses.

Western Growth

Western Growth is an ambitious program that co-creates cities and educational infrastructure in Western Sydney in partnership with industry and government. Western Growth 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

The University's Bankstown City Campus reached practical completion. The campus accommodates up to 10,000 students and 1,000 staff and has been awarded a Six-Star Green Star as built rating, representing 'World Leadership' in environmentally sustainable building practices. The campus has been the recipient of numerous construction and design awards in the industry for 2023.

Planning progressed for a number of projects. The University identified and secured facilities for the establishment of the Surabaya Campus in Indonesia and its urban study hub, Fairfield Connect. The University's Health and Education Precinct projects within Liverpool and Campbelltown made significant progress, enabling the University's global research impact and underpinning improved health outcomes for the community. Execution of the commercial agreements took place in December 2023 for the Lang Walker AO Medical Research Building Macarthur. The facility's vision is to be an integrated health, research, and education precinct at Campbelltown, delivering world class research, innovation and improved health outcomes for the Macarthur region. The University is partnering with the South Western Sydney Local Health District (SWSLHD), NSW Government, UNSW Sydney and the Ingham Institute for Applied Medical Research (IIAMR) for the delivery of this facility.

State government funding was received through the Western Sydney Infrastructure Grants Program for the Indigenous Centre of Excellence. The Centre of Excellence will support the sharing and preservation of Indigenous Australian culture; informal learning spaces will provide opportunities for engagement and collaboration. The winning design team for the Centre has been announced following a nation-wide design competition.

Infrastructure Services

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

Infrastructure Services is responsible for the efficient and effective delivery of the University's Capital Plan. Highlights include the First People's Walk at our Penrith Campus - Kingswood. The First People's Walk is an engaging interactive space featuring native plants and an outdoor performance/teaching space with voices of Elders embedded in the walk. The First People's Walk was opened on 6 July with the launch of the University's Indigenous Futures Decadal Strategy.

Estate Planning and Strategy

Placemaking and Sustainable Design

Guided by the University's Sustainability and Resilience Decadal Strategy, the Hawkesbury Placemaking Strategy has delivered 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

The Space Utilisation Project determines future directions for space use informed by new platforms for space analytics and space management. The Project has completed an all-campus space audit and updated space tracking systems. The University has successfully trialled space sensors for teaching spaces, deployed the use of WiFi data for heat mapping of our campuses, and created a comprehensive space analytics dashboard. The project has reshaped the Space Management process and informed an update of Western's Space Policy.

Environmental Sustainability

Following the estimation and validation of the University's carbon footprint, and the purchase of carbon offsets in countries with whom Western has established teaching and learning associations, the Environmental Sustainability team were successful in achieving Carbon Neutral certification by the Australian Government's Climate Active Program for the University's Business Operations in April 2023.

The University was awarded winner of the Australasian Universities towards Sustainability (ACTS) Green Gown Awards in the 'Climate Action' category, with a focus on our 'Co-Design Towards Climate Positive' program. The Green Gown Awards recognise the exceptional sustainability initiatives being undertaken by universities and colleges across the world.

The team has refreshed the Environmental Sustainability Policy, continued living lab engagements, generated credit sales from Biodiversity Stewardship and made contributions to institution-wide reporting. A five-year Carbon Transition Plan has been established and rolled into our Capital Plan to assist in reducing our organisational carbon footprint and identifying opportunities for integration, such as proactive carbon credit generation.

The University collaborated with Greater Sydney Landcare for a new initiative to plant 30,000 trees on our Hawkesbury campus over the next three years. This project will enhance ambient temperatures, establish habitat connections and enrich biodiversity on campus. The plantings are aligned with our commitment to be Climate Positive by 2029 and status in the Times Higher Education Impact rankings.

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 ongoing reporting for Climate Active certification.

Campus Safety and Security

Campus Safety and Security is of the highest importance for both our students and staff. A review is underway to further enhance campus activation, student and staff experience, campus community safety, and crisis and emergency response.

Commercial Services and Governance

Commercial Services and Governance (CSG) oversees the University's commercial and campus services including student accommodation, retail facilities, commercial leasing and external venue hire. The team leads the management of the University's real estate acquisitions, disposals and leasing opportunities, and has oversight of the governance of the capital and redevelopment program.

CSG implemented the Student Accommodation Strategy and established the Student Accommodation Office. The Office will enhance the residential experience and provides students with a "one-stop shop" for all accommodation matters.

Division of the Senior Deputy Vice-Chancellor

SENIOR DEPUTY VICE-CHANCELLOR

OFFICE OF THE UNIVERSITY SECRETARY (GOVERNANCE AND POLICY MANAGEMENT)

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 senior officers of the University on governance, policy, audit and risk assessment matters and operational issues affecting the University.

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 services, conduct of investigations, monitoring fraud and corruption across the University, and management of student misconduct.

The Risk function underwent an external review in late 2023. The recommendations from this review are under consideration. The Office of Audit and Risk Assessment successfully implemented the Fraud and Corruption Incident reporting template, as well as a Public Interest Disclosure (PID) reporting portal within Western CRM to facilitate compliance with the Public Interest Disclosures Act 2022 that came into force in October 2023. The Office of Governance Services updated the University's Privacy suite of governance documents ahead of the introduction of the mandatory notification of data breach requirements. A training module is being prepared for roll out in 2024.

The Office of Governance Services' team supported the University with policy management, including finalising 180 documents and the management of 15 revisions of the Delegate Category Table and 25 sets of revisions of the Schedules supporting the *Delegations of Authority Policy*. The Office of Governance Services undertook a comprehensive review of the University's policy suite in 2023, with recommendations to streamline the structure and approval pathways.

Governance Services supported School and Institute governance meetings, managed privacy incidents, and coordinated misconduct and appeals cases.

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 oversees complaints management and assurance of legislative operational compliance within accountable business units as part of the University's regulatory compliance program.

STRATEGIC PROJECT IMPLEMENTATION AND IMPROVEMENT

The Office of Strategic Project Implementation and Improvement (SPII) leads the implementation of University-wide strategic projects and business transformation and improvement programs. The regular operations of SPII include oversight of the University's Enterprise Service Management program – the digitisation and automation of transactional services – and business continuity management (BCM). BCM operationalisation in the reporting year included senior management training and coordination of a crisis management scenario with Senior Leadership.

Service Reimagined (Service and Process Improvement)

The Service and Process Improvement (SPI) Program is a University-wide project improving the University's shared operating model. SPI conducts end-to-end reviews of shared service processes, re-engineering them to strengthen Western's operational culture, maturity, leadership and governance.

The program has delivered a blueprint for ongoing service improvement and is expected to extend into 2025.

Transformation Program

The enterprise-wide Transformation Program comprises a series of strategic initiatives that will create a digitally-enabled University and provide students with interactive and personalised learning experiences.

The program includes initiatives responding to changes in Western Sydney's industries and businesses to deliver impact for them through research commercialisation, support for new ventures and industry-led educational programs.

The six key initiatives that will be delivered through the Transformation Program are:

- Postgraduate Curriculum Transformation (PGx)
- Digital Acceleration (DX)
- Destination College (DC)
- Transnational Education Strategy (TNE)
- Innovation Futures (IF)
- Engaged Teaching Project (ETP).

The Transformation Program Management team drives the coordinated delivery of the strategic initiatives.

Key achievements include:

- New campus approval to operate in Indonesia at Yayasan Western Sydney University
- Successful trial of block mode delivery for the Diploma in Culture, Society and Justice at The College
- Delivery of Business Microcredentials in partnership with School of Business and industry
- Creation of an AI Powered Human, delivering an immersive simulative experience for learners
- Deployment of omnichannel call centre technology (supported by Generative AI) to manage 1 million contacts across 12 centres and six channels.

INDIGENOUS STRATEGY

Indigenous Centre of Excellence

In early 2023 the University was informed that it had secured \$78.5 million in funding from the New South Wales State Government to establish an Indigenous Centre of Excellence. A National Design Competition was completed with the successful design team comprising Sarah Lynn Rees, Jackson Clements Burrows, Peter Stutchbury, Jane Irwin Landscape Architecture, Uncle Dean Kelly, Hills Thalys and Flux consultants.

The Indigenous Centre of Excellence will be a dynamic space where culture, knowledge, and community intersect. It will serve as a hub for celebrating Indigenous heritage, fostering understanding and promoting resilience.

Through state-of-the-art facilities and engaging programs, the Indigenous Centre will provide opportunities for people of all ages and backgrounds to explore and learn about Indigenous culture.

This Indigenous-led project will work closely with Indigenous Elders, community members, and stakeholders to ensure that the Indigenous Centre reflects principles of reciprocity, respect and cultural authenticity. The space will honour the rich traditions and wisdom of Indigenous peoples.

The First People's Walk

The First People's Walk, located on Western's Kingswood Campus, was officially opened in NAIDOC week, and recognises Indigenous people and culture. As a place of education, the Walk teaches people about the cultural significance of plants and animals for our First Peoples. The space encompasses an ecosystem restoration, local Indigenous teaching and storytelling, the development of a bush tucker garden, and hands-on learning with the University's environmental experts and Indigenous Elders. It is a space where staff, students and the community can gather and feel connected to both the University and the natural environment.

2023-2032 Indigenous Futures Decadal Strategy

During NAIDOC week the University launched its 2023-2032 Indigenous Futures Decadal Strategy. This strategic document is an important blueprint for Indigenous growth and development at Western over the next ten years and reinforces the University's commitment to building the next generation of Indigenous leaders.

The Decadal Strategy harnesses Indigenous research and teaching success to support Indigenous People determining their cultural, economic, political and social autonomy. Key values to ensure the success of the Decadal Strategy are based on the fundamental principles of social justice and self-determination.

The stories of Indigenous People and Western Sydney have over time become shared stories that are interwoven into the organisation and the broader community. They are stories of people, of place, and of partnerships – all of which form the foundation for the ambitions and commitments outlined in the Strategy.

The 2023-2032 Indigenous Futures Decadal Strategy is part of a suite of strategic documents that outline Western's commitment to Indigenous education. Other documents include the 2020-2025 Indigenous Strategy and the Indigenous Strategy documents that each School has now embedded.

Indigenous Student Achievements

777 Indigenous students and 152 Indigenous students completed their qualification at Western.

The Badanami Centre for Indigenous Education provides Western Sydney University's Indigenous students with support and direction. The Badanami team worked with the Scholarships team to reform the application process for Indigenous scholarships. These reforms were introduced in 2023 and included establishing an Indigenous Scholarships Panel to guide the awarding of scholarships for Aboriginal and Torres Strait Islander students. The number of scholarships awarded to Indigenous students has increased as a result.

SCHOOL OPERATIONS

SUSTAINABILITY

School of Engineering, Design, and Built Environment

students designed and produced solar car UNLIMITED 5.0, which completed the 2023 Bridgestone World Solar Challenge, a gruelling race across 3,000km from Darwin to Adelaide.

The **School of Science** developed an interdisciplinary microcredential called Green Minds, Bright Futures. Designed for high school students, the program offered a one-week online component followed by a one-day on-campus session for each program. The credential covered subjects such as Food Innovation, Introduction to Forensic Science, Greenhouse Vegetable Production, and Unearth the Science Behind Medicine. 200 students and teachers are registered for future programs.

Dr Kate Umbers, from the **School of Science**, has been awarded an Australian Research Council (ARC) Mid-Career Industry Fellowship, securing over \$1m in funding for her project, which aims to direct conservation actions for the bogong moth – an endangered species of profound cultural, ecological, economic and national importance.

The **School of Science** promoted and protected the waterways of the Hawkesbury-Nepean region. Dr Michelle Ryan secured a Commonwealth grant for \$1m as part of the Hawkesbury-Nepean River Waterkeepers Alliance to develop education and sustainability tools. These tools connect water quality and data, educational river information, and water stories with local communities. The **School of Science** played a significant role in national and international water conservation, including collaborations with the Australian Water Partnership, the MARVI Project, and the Young Water Professionals – the latter in partnership with the Indian Institute of Technology, Guwahati.

The Turtles for Schools program, which raises awareness about the importance of turtles in our ecosystems and the challenges they face, was awarded the 2023 Department of Industry, Science and Resources Eureka Prize for Innovation in Citizen Science.

Division of the Senior Deputy Vice-Chancellor

The **School of Nursing** successfully retained its Top 50 ranking in the 2023 QS World University Rankings by Subject for Nursing.

After a hiatus due to COVID, the **School of Education** relaunched the *Research Oriented School Engaged Teacher-Researcher Education* (ROSETE) program. The revised program will promote, expand and support research into the teaching and study of Chinese language and culture in Western Sydney Schools. The program contributes to expanding the numbers of international students completing higher degree by research programs with the University.

EQUITY

The **School of Nursing** established new scholarships and bursaries to support students on placement with Dialysis Australia, Teachers Mutual, Clefptals and others. In alignment with the School's objective to enhance its visibility, a Clinical Chair in Midwifery was appointed in July 2023 through a collaboration between Western and Western Sydney LHD. The School provided training for staff to promote cultural awareness and safety.

Three Dean's scholarships for Indigenous students were awarded in undergraduate and postgraduate **Psychology** Programs. The Psychology Student Ambassador Program and Dean's Student Advisory Committee were established to strengthen the connection between students and the School. These initiatives increased the educational opportunities available to all students in recognition of, and to address the barriers that are faced by, different cohorts.

The **School of Social Sciences** improved its culturally-appropriate support for the School's diverse student cohorts. Combined with financial assistance for international mobility, this support saw students in several disciplines take up opportunities at overseas partner institutions, with the School hosting two social work students from the University of the South Pacific.

The **School of Health Sciences'** UniClinic based at Campbelltown began offering Speech Pathology services to the community in addition to providing Podiatry and Traditional Chinese Medicine services. These services are available to the community at a discounted rate.

The **School of Science** made significant progress in promoting Indigenous inclusion and education, including designing and delivering a workshop on the ethics of genetics research when working with Indigenous Australians, organising its first guest lecture on Indigenous Food, and conducting 'Cool Science' classes under the University's Pathways to Dreaming program.

The Justice Clinic expanded the **School of Law's** law reform and community impact research work through projects and collaborations with the Aboriginal Legal Service NSW/ACT, the Darwin Community Legal Service (DCLS) and the North Australian Aboriginal Family Legal Service (NAAFLS).

The **School of Humanities and Communications Arts** provided childcare subsidies for Higher Degree Research candidates with childcare needs. The School realised research and grant opportunities in Indigenous writing following the appointment of Professor Alexis Wright, who, in collaboration with Professor Anthony Uhlmann, secured an \$800,000 ARC Indigenous Discovery grant.

The **School of Business** hosted the International Women in Sport Symposium at IPSQ campus, bringing together leading experts and practitioners from around the world to discuss the latest research and best practices in advancing gender equality and promoting the participation of women in sport.

The **School of Computer, Data and Mathematical Sciences** delivered a subject within the Bachelor of Information and Communication Technology designed to give students a comprehensive overview of Indigenous Australian cultures. The School is looking to incorporate this subject in further degrees in 2025.

Associate Professors Tania Ferfolja and Jackie Ullman from the **School of Education** won the WSU "Excellence in Research Impact Award" for their ground-breaking body of research which aims to improve the schooling experiences for gender and sexuality diverse students in Australian schools. As well as academic publication outcomes, they have engaged with parliamentary committees and the mass media and have produced a film and microcredential as professional learning for teachers and school leaders.

TRANSFORMATION

The **School of Engineering, Design and Built Environment** led the University's Indigenous Engineering Aspire Program and collaborated with several industry partners to increase Indigenous representation in the STEM education areas. The School also participated in the National Priorities and Industry Linkage Fund (NPILF) initiative, part of the Job-ready Graduates package of higher education reforms, co-designing the majority of the academic programs with industry partners to meet the NPILF outcome.

The **School of Nursing and Midwifery** held a Digital Healthcare Challenge as an opportunity for students to co-design simulated Electronic Medical Records (EMRs) that can be used as a teaching tool for pre-registration students at Western. Students from Nursing and the School of Computer, Data and Mathematical Sciences worked together to provide innovative, user-friendly EMR systems that significantly improve work-readiness and educational outcomes.

In the External Review of the **School of Social Sciences** its Indigenous Strategy 2020-2025 and leadership were commended as a best-practice model for the University. The School demonstrated progress in all areas of the strategy, notably in successful Indigenous staff recruitment and Indigenous research. A review of the School's research infrastructure was undertaken with a formal research mentoring scheme established to support researchers at all academic levels to further capitalise on the School's strong performance in research income and publications.

The **School of Psychology** completed a transformative project to integrate and assure culturally-responsive knowledge and skills, including Aboriginal and Torres Strait Islander cultures, at all stages of the curriculum.

The School's four new research themes – Cognition and Behaviour; Psychological Health and Care; Lifecycle and Development; and Equity and Diversity – delivered impactful research outcomes through collaboration with industry partners.

The **School of Humanities and**

Communication Arts created a music therapy clinic providing priority placement opportunities to international and at-risk students. This is a collaborative project shared with the School of Psychology. The School built international load through Transnational Education (TNE) collaborations with the University of Economics Ho Chi Minh (UEH) and a new partner in Indonesia for the Communications program.

The **School of Business** successfully launched the Financial Training Lab at the Peter Shergold Building. The Lab, the first of its kind in Western Sydney, has been integrated into the School's Finance teaching programs and has provided students the opportunity to develop real-world skills in financial investment and funds management.

The School also successfully launched the first tranche of PGx-B micro-capability pods in Q1, contributing to the School's postgraduate curriculum transformation.

The **School of Education** commenced a new era in Education at Western Sydney University with the relocation of the School from Milperra to the new Bankstown City Campus. This move coincided with the first intake of students into the new Bachelor of Early Childhood Education at the Campbelltown Campus.

CONNECTEDNESS

Broadening and deepening connections to enhance teaching, research and engagement continued to be strong theme for Western Sydney University's Schools.

The **School of Law** provided leadership to the University's Voice to Parliament Strategy, holding internal forums and external public events, creating materials to promote greater understanding on issues around the Referendum, and redesigning the 2023 Kirby Cup High School (Year 10) Student Competition to focus on the Indigenous Voice to Parliament.

The School of Law developed and taught the subject *Law and Public Policy: Referendum 2023 – Engaging in Constitutional Change* ('LPP2023'). This subject formed a key part of the School of Law's educative role in the Western Sydney community in relation to 2023 referendum to change the Australian Constitution to enshrine an Indigenous Voice to Parliament. The subject invited students to engage, study and reflect on discourse and activism around the Voice Referendum proposal and included a community engagement project that required students to inform and engage local communities on the issues around the referendum. The School's work was recognised at the 2023 Vice-Chancellor's Excellence Awards. Our Public Law Teaching team won both the Excellence in Teaching and the Teacher of the Year Awards.

As one of the largest national providers of postgraduate places in Clinical and Professional Psychology, the **School of Psychology** leveraged its external partnerships for student placements and developed specialist clinics to expand the services provided by the Western Sydney Psychology Clinic – responding to the growing need for specialised psychological services in Western Sydney.

The **School of Nursing and Midwifery**

continued its outreach to high schools, delivering Nursing and Midwifery Taster Days at Liverpool, Parramatta and Hawkesbury. Participating high school students were introduced to the pathway options leading into the Bachelor of Nursing and the Bachelor of Midwifery programs. Students had the opportunity to engage in hands-on clinical skills demonstrations such as handwashing, heart rate monitoring, temperature measurement and CPR.

The **School of Social Sciences** maintained its strong external engagement with community and industry across several disciplines including high schools, cultural groups, government departments, agencies and the NSW division of the United Nations Association of Australia. These connections enabled the co-creation of curricula to deliver students an authentic learning experience, such as the disability major developed from community-based research in partnership with the First National Disability Network.

The **School of Engineering, Design and Built Environment** developed and delivered twelve microcredentials in construction for the Institute of Applied Technology – Construction (IATC) in collaboration with TAFE NSW, CPB contractors, and other construction industry partners. Several microcredentials were developed in Advanced Manufacturing for Western Parkland City Authority as part of the New Education and Training Model.

The **School of Health Sciences'** Traditional Chinese Medicine Program was re-accredited by the Chinese Medicine Board of Australia and Occupational Therapy and Paramedicine Program accreditations were submitted. Health Sciences students completed almost 370,000 hours of student placements in 2023, with 153 agreements with providers in place.

The **School of Science** has built a successful collaborative partnership with ANSTO, resulting in the development of a training course in radiation safety offering further opportunities for our chemists and physicists. The successful Year 11 and 12 Titration competition, organised in collaboration with the Metropolitan South-West Science Teachers' Association (LAZSTA), has fostered connections and engagement with the local science community.

Division of the Senior Deputy Vice-Chancellor

The **School of Medicine** has grown its microcredentials and offerings in post graduate medical education and training. These distributed, workplace-based training initiatives have enhanced the University's support of the health care system by increasing opportunities for continuous learning for health professionals in the region.

International engagement across the Schools has been strong, with the **School of Nursing** obtaining approval for an additional postgraduate program to be offered through Hong Kong Baptist University – the Master of Primary Health Care, commencing in 2024 – while establishing new collaborative partnerships with India, Vietnam and Indonesia to expand international postgraduate offerings.

The **School of Science** has established articulations with the Sri Lanka Institute for Information Technology (SLIIT) to create transnational educational opportunities and successfully promoted its courses to prospective students and parents in Vietnam, enhancing its international recruitment efforts.

The **School of Computing, Data and Mathematical Sciences'** annual Optimize event provides an opportunity for school students, undergraduate, postgraduate and HDR students to showcase their project or research, build essential digital communication skills and make professional connections with academic and industry experts. The 2023 primary school winner was from Henry Fulton Public School and the high school winner was All Saints Catholic College Liverpool.

The School ran six international research seminars aligned to the School's research themes. These were open to the public and presented by the School's researchers.

The **School of Humanities and Communication Arts** moved to Bankstown CBD to re-energise its presence in the region. The Sydney Review of Books (SRB), based in the Writing and Society Research Centre, received \$600,000 from Creative Australia in the highly competitive Creative Australia major funding round. The funding will enable the SRB to continue publishing Australia's best critics and profiling Australian literature to national and international audiences, with a strong emphasis on Western Sydney writing and its contribution to public discourse. The School partnered with Western Sydney Creative and collaborated with local cultural institutions, including the Powerhouse Museum.

The **School of Business** launched initiatives to strengthen industry collaboration, including Enterprise Xchange, a digital network that enables the School to establish meaningful connections with industry partners and have real world, positive impact.

The **School of Business'** Tax Clinic supports the community by providing free taxation advice to unrepresented, lower income or vulnerable taxpayers and small businesses. The Clinic provides practical experience for the School's Accounting students. The School grew its high school engagement during the year, with over 50 high schools involved in School-run engagement programs, including student-led competitions such as *The BluePrint* and *Bizfluencers*.

The **School of Education** launched its inaugural on-campus Pre-Service Teacher Conference. The Conference was attended by 20 exhibitors and over 600 delegates, including pre-service teachers, school and early childhood educators, and industry representatives. The event served as a catalyst for collaborative learning and knowledge exchange within the University, enabling pre-service teachers to interact with industry, academics and practising educators from various educational institutions, gaining valuable insights and practical teaching strategies.

Division of People and Advancement

PEOPLE AND ADVANCEMENT

OFFICE OF STUDENT EXPERIENCE AND MARKETING

The Office of Student Experience and Marketing (SEM) shapes and promotes the University's brand and oversees the enhancement of student experience and support. SEM's strategic initiatives optimise student retention, success and satisfaction, fortifying the University's appeal, competitiveness and advocacy.

Significant achievements include:

- **Student Services Hub (SSH):** Enquiry interactions increased by 13%, supported by the transition to the new Genesys Contact Centre Management System. The transition led to a measurable reduction in call answer speed and abandoned calls amid a doubling of inbound phone calls
- **Western Success:** The Western Success program, a pioneering peer-to-peer student support initiative, expanded to over 12,500 students and provided ad-hoc assistance to approximately 25,000 students
- **Community Dinners:** The Inclusive Communities team extended the reach of the Community Dinners initiative, hosting weekly or bi-weekly gatherings across 11 campus locations. The team delivered 260 dinners and served meals to over 12,000 students compared to 94 dinners serving 1,985 student meals over the same period in 2022
- **Open Day Success:** Open Day saw 10,986 unique registrations – an 11% increase from 2022. The event welcomed 6,093 registered attendees. Over 135,000 leads were contacted through an extensive communications campaign to re-target known audiences, attributing to 42% of overall registrations
- **Leveraging Social Media:** Western won first place out of 128 institutions worldwide in the Enquiry Experience Tracker, Best Instagram Experience Award. This award recognises the institution with the highest score recorded for an Instagram enquiry. The award takes into consideration all aspects of the enquiry experience including responsiveness, communication quality, follow up and impact

→ **Website Optimisation Project:** The University launched the first phase of its new WSU website to enhance the user experience

→ **Culture Transformation:** SEM was internationally recognised for cultural innovation, receiving the Brandon Hall Group Bronze Award for Excellence in the Best Advance in Corporate Culture Transformation category. This accolade is a testament to the impactful work undertaken as part of the Culture Transformation Project, reinforcing our commitment to fostering a positive and innovative organisational culture.

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; equity and diversity; student and graduate success; and alumni partnership and connections.

Employment Relations and HR Partnerships

Changes associated with the Fair Work Legislation Amendment (Secure Jobs Better Pay) Act 2022 triggered a review of ongoing and fixed-term appointments. The HR Partnerships and Workplace Relations team worked to ensure compliance across the University and develop assessment procedures for fixed-term contracts. The University's sector-leading Academic Decasualisation Program saw two tranches for recruitment take place in 2023. A total of 86 Academic Level As were appointed across 81.2 FTE positions, including 58 internal candidates.

Careers, Talent and Organisational Success

The University Culture and Engagement Survey (CES) was conducted in August. The survey consisted of 59 questions and was open to ongoing, fixed-term and casual staff. There were 1692 survey responses – a 37% participation rate across all staff categories. The University received a favourable engagement score of 64%, up from the 61% received in the 2022 baseline CES. The HR Partnership teams have facilitated meetings with Schools and Business Units to share the results and assist leaders to act on the feedback received through the survey.

Key staff development, engagement and recognition programs included:

- **Shaping our Future Professional Staff Conference:** The conference was a hybrid event with 925 online and 207 face-to-face attendees
 - **Academic and Professional Mentoring Programs:** Over 140 staff mentored during 2023
 - **University Excellence Awards:** 93 individuals and 29 teams received nominations, with 30 winners, 20 highly commended, and one commended recipient across 19 categories.
- Key student engagement and careers development programs included:
- **Careers Education:** 370 workshops were delivered covering 22 topics, with 181 career one-on-one consultations
 - **Industry Experience Programs:** 500 students participated in employability programs
 - **Jobs on Campus:** 57 opportunities were advertised and 2263 applications received. 270 positions were offered to students, including Winter and Summer Scholarships
 - **Industry Connect/Practera Program:** Three delivery programs with 122 students were facilitated in collaboration with Western International and the School of Business
 - **Career Activate (previously called High-Flyers):** 892 student participants/applications were received across the three Challenge events with Industry partners, Deloitte, KPMG, and EY.

Division of People and Advancement

Graduate Success, Alumni Support and Partnerships Graduate Success

The Alumni, Employer Collaboration, and Projects team connect students and alumni by building common interest communities that share information and resources for career development. The University's alumni engagement promotes linkages with industry that leverage alumni relationships and give back to alumni through industry, institutional, and career development benefits.

Key offerings included:

- Skills Activate Career Development Series: Facilitated by industry experts, Skills Activate workshops connect the Western alumni community while building skills that will help advance their careers
- Alumni Couch series relaunched for social media, five new alumni stories shared to educate current students about where degrees can lead after graduation
- International Alumni networking events were held in Taiwan, Vietnam, and China. 240 alumni attended the event in Vietnam
- Three new Alumni Affinity Groups were established: Nursing, Canada, and Sri Lanka. There are nine active groups, including China, India, Indigenous Alumni, Indonesia, United Kingdom and Vietnam
- Employer Engagement: Over 70 employers partnered with WSU to offer employment opportunities for our students and alumni, with 4167 opportunities advertised
- Secured exclusive opportunities for Western students with Western Sydney Airport, KPMG, BBC, Dulux, SAP Australia, and Revolution Software.

Diversity and Inclusion

There are 14 Equity and Diversity Working Parties (EDWPs) and 102 members across the University's Schools, Research Institutes and Divisions. EDWP focus areas for 2023 included carers in the workplace, respectful behaviours in classroom settings, higher degree research candidates who are parents, equity in academic promotion process outcomes, and raising the visibility of EDWP network members.

Over 15 training sessions on inclusive practice and prevention of discrimination and harassment were attended by almost 300 students and staff. Training covered issues such as sexual harm, unconscious bias and sexuality and gender diversity.

Through the Gender Equity Strategy and Action Plan the University has implemented a range of strategies to help to continue to 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 9% in 2023, well below the national average pay gap of 22.8%.

Work Health Safety and Wellbeing

Western Sydney University is dedicated to enhancing its Work Health Safety and Wellbeing Strategy, concentrating on boosting overall health and wellbeing, executing preventive measures, and advancing the WHS Management System. Mandatory training completion rose from 80% to 88%; 30 audits and associated compliance and risk-reducing actions were completed; and reported incidents and hazards (391) were closed at a 94.4% rate. Actions arising from a systems risk audit were prioritised resulting in a review of critical policies, the development of a Western Sydney Safety Management Plan, the centralisation of safety related documentation for record management and the formal assessment of Western Sydney University's Psychosocial hazards at work.

The Employee Assistance Program (EAP) supported 767 clients with a total of 1,062 hours of counselling (combination of academic and professional staff). Main areas of support related to concerns outside of the workplace (62.4%), including partner relationships and non-work-related anxiety, while concerns inside the workplace (37.6%) were centred around workplace stress, career concerns, job satisfaction and job security.

Wellbeing and Resilience

The 2022–2026 Wellbeing and Mental Health Strategy was launched. The strategy maintains a healthy University for our people by systemically supporting our innate resilience, promoting safety and wellbeing, preventing illness, supporting those with illness and responding appropriately to people experiencing distress. The strategy launch included the signing of the third Memorandum of Understanding between Western and NSW Health, establishing a coordinated approach to meeting the wellbeing needs of our students and staff.

The team became the first professional group to receive funding through the Vice-Chancellor's Gender Equity fund. The funds enabled the team to design and develop the Building Safer Communities: Recognise, Respond and Refer campaign. The campaign aims to build community, connection and a culture of respect, safety and gender equity in the Western community.

The Mental Health and Wellbeing team supports the University community through events, promotions, prevention campaigns and workshops. Over 9000 people attended more than 200 events, including RUOK DAY.

The Wellbeing Service assisted 6058 students. This included providing counselling support to 2042 students, designing and/or helping to implement 1786 Academic Integration Plans for students with disability, providing support on 796 occasions to students with accommodation issues, and 327 occasions to students who are carers. The Wellbeing Service provided financial support on 701 occasions to students to help cover costs such as housing, food, textbooks and laptops.

Students accessing support from the Wellbeing Service received on average six-and-a-half occasions of service compared to an average of four occasions of service per student in 2019.

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). The portfolio has delivered against its operational objectives in 2023.

Competitive Intelligence and Analytics

Western Sydney University entered the third year of its use of Artificial Intelligence (AI) and Machine Learning (ML) to guide its strategic decisions regarding student load, enrolment and revenue forecasting. This program of work, Load and Enrolment Optimisation (LEO), is now a cornerstone of the University's revenue planning and target setting.

The Competitive Intelligence and Analytics (CIA) team has deployed cutting-edge tools as part of the LEO program with the objective of enhancing student conversion and retention. The ATAR Adjustment Tool, a component of LEO, played a pivotal role during the peak offer and enrolment period of 2023. The tool enabled School leaders and the Admissions team to dynamically adjust ATAR thresholds, facilitating decisions that were then tested through the University Admission Centre (UAC).

CIA deployed a Tertiary Collection of Student Information (TCSI) solution to streamline the reporting of data in real-time to the Federal Government and increase the accuracy of that data. This work was recognised by the Federal Government as sector leading and the University, with the Government, hosted the inaugural NSW TCSI Symposium on 28 November 2023 at our Parramatta City Campus. This event brought together stakeholders from the NSW higher education sector and the Department of Education to tackle the challenges of TCSI implementation. The symposium underscored the University's commitment to fostering sector-wide collaboration and innovation, setting new benchmarks for data management and technical excellence in higher education.

Data Integrity, Quality and Operations

Data Integrity, Quality and Operations (DIQO) 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 Admissions Team processed 47,797 offers, including 15,186 HSC True Reward offers. The Enrolments team responded to 12,938 student enquiries and 8,000 WesternNow tickets.

Student Completions conferred and issued graduation documentation to over 11,179 graduates. My eEquals was introduced – a streamlined document ordering system – enabling the production of 17,748 academic documents, including 12,579 electronic transcripts and 390 electronic Australian Higher Education Graduation Statements (AHEGS).

Student Finance undertook an outreach program to reduce the number of Unique Student Identifier (USI) errors. There was a 20% reduction in errors between Autumn and Spring terms and a significant reduction in the number of international students being discontinued for non-payment in fees. The team's work to address TCSI errors and correcting student records with the Australian Taxation Office (ATO) resulted in commendations from the Department of Education and ensured millions of dollars of HELP debt was correctly reported.

Examinations, Results and Progressions facilitated final examinations for 1,368 subjects, with over 84,434 student sittings across 28 teaching terms. The team also managed 61 resulting rounds, with over 190,000 results released to students.

Curriculum Operations managed changes to 1,618 curriculum items, including 21 new programs, 27 new fields of study and 163 new subjects. 238 program variations, 90 field of study variations and 1,050 subject variations were processed. 25 programs have either been suspended or retired in Banner, which has improved data integrity.

Education and Academic Program Services published over 2,639 Learning Guides and processed over 590 Tracking Subject Changes (TSC) forms, and the Timetabling Team scheduled 15,985 activities for 5,345 subjects.

Program Compliance case managed and resolved 1,925 complex issues with student records, ensuring students remained on track to complete their program or were able to have their award conferred.

OFFICE OF ENGAGEMENT AND ADVANCEMENT

The Office of Engagement and Advancement is responsible for leading the strategic engagement work of the University, shaping Western's commitment to co-producing solutions to the interconnected challenges facing society within and outside of Western Sydney. The University delivers on this responsibility through corporate and community partnerships, future student engagement programs, philanthropic relationships and the Social Justice Network.

Engagement and Partnerships

Engagement

Led by the Engagement and Partnerships team, Western Sydney University deepened its involvement in the Campbelltown City Council's Fisher's Ghost Fun Run; sponsored the Western Sydney Moving Symposium inspiring collective action for active lifestyles; continued its support for the Hawkesbury Show; hosted the St. Vincent De Paul Community Sleepout; and promoted programs addressing financial literacy and learning support for disadvantaged primary school students with the Smith Family.

The University partnered in the Young Achiever Awards, presenting the Academic Achiever's Award to Daniya Syed, a first-year Mechatronics Engineering student recognised for her outstanding achievements in robotics championships. The University's collaboration with the Western Sydney Community Forum for the ZEST Awards saw the Chancellor's Unsung Heroes Award going to Bhabish Shrestha, an international student contributing to social and cultural development in Western Sydney through voluntary roles and community initiatives.

Division of People and Advancement

The University hosted the flagship Engagement Australia International Conference, titled “Engaged Universities: The Next 20 Years”. The conference, led by over 20 guest speakers from various sectors, explored the shaping of university functions under a new Accord, featuring more than 20 case studies presented by representatives from local and international universities and community organisations.

Partnerships

In collaboration with the GIANTS, the ‘Unlocking Careers in Health & Sports Expo’ engaged school students in a boot design competition. Joint initiatives with GIANTS extended to active participation in the GIANTS AFLW Game Day Indigenous Round. The partnership with Western Sydney Wanderers included a Mock Press Conference for Sports Management students and continued support for the Future Wander Women Program. Western played a significant role in sponsoring the 2023 FIPFA Powerchair Football World Cup, emphasising inclusivity and awareness of powerchair football. The collaboration with Sydney Zoo provided unique opportunities for students, offering educational workshops, animal encounters and international student study tours, fostering a sense of community and awareness of Australia’s unique environment.

Social Justice Network

The Social Justice Network (SJN) delivered and supported several events. This included:

- **Queer Stories:** A national LGBTQIA+ storytelling evening celebrating the culture and creativity of the LGBTQIA+ community within WSU
- **Exploring the Voice to Parliament Referendum: Panel Discussion**
- **Afropreneurs Summit Australia 2023:** A summit bringing together emerging and established entrepreneurs of African descent in Australia
- **From Recommendations to Action:** A full-day workshop in partnership with the African Australian Advocacy Centre

→ Queer Displacements Conference:

A conference designed to foreground protection and settlement challenges of lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) forcibly displaced people, in partnership with the Forcibly Displaced Peoples Network.

Scholarships

The University made over 560 domestic student scholarship offers and processed over 1360 payments. Offered scholarships included University-funded, donor-funded, and Commonwealth-funded scholarships.

Philanthropic Support

The University secured \$19,324,486 in new philanthropic support and received donation payments totalling \$10,117,538.

New philanthropic support included \$7.9m from Harvey Norman to establish the *Harvey Norman Young Women’s Leadership Academy led by Katie Page*, and a \$5m endowment from the Medich Foundation to support the new Indigenous Centre of Excellence.

The University received probate regarding a \$1m gift to Western from the Estate of the late Anthony Cowley for Scholarships for the School of Accounting and /or Medicine. A gift of \$1m was received from the estate of the late Mrs Peggy Moon to create an endowment that provides one or more scholarships each year at either undergraduate or postgraduate level, to be named the *Peggy Gwendoline Moon Scholarship*.

The University’s Giving Day raised over \$1.3m to support scholarships, research and strategic projects.

Other major gifts included \$574,964 from the Presentation Sisters to support the appointment of a senior Lecturer in the School of Social Sciences for three years; \$300,000 from Dr Wayne Wong to support the *Dr Wayne Wai-Kung Wong Scholarship in Medicine*; and \$100,000 from the Lee Ming Tee Foundation to support Integrative Health Research.

Foundation Executive and Foundation Forum

The University’s Board of Trustees approved the establishment of the Foundation Executive and Foundation Forum, replacing the long-standing Foundation Council. The Foundation Council upheld its Charter through the dedicated efforts of its members, including its Chairs Danny Gilbert AM and Dr Peter Brennan AM. However, the University’s operating environment has changed across the Council’s decade of operation.

The Foundation Forum will encourage and seek donations and undertake fundraising activities. The Foundation Executive has responsibility for advising the Vice-Chancellor on the management of the Foundation Fund and Philanthropic Strategy.

In 2023, the membership of the Foundation Executive consisted of:

- Chair: Professor Jennifer Westacott AO (Chancellor)
- Professor Barney Glover AO (Vice-Chancellor and President)
- Professor Clare Pollock (Senior Deputy Vice-Chancellor)
- Mr Angelo Kourtis (Vice-President, People and Advancement)
- Professor Alpha Possamai-Inesedy (Pro-Vice Chancellor, Engagement and Advancement)
- Mr Cameron Clyne
- Ms Gabrielle Trainor AO
- Emeritus Professor Paul Wormell.

Future Student Engagement

The team delivered over 200 school presentations, expos and careers markets, reaching 15,000 Year 12 students. There were 33,000 interactions with high school students.

Key highlights include:

- An increase in students accessing the Aboriginal and Torres Strait Islander (Alternative Entry) Pathway Program, with 338 students registering to sit the alternative assessments in 2023, up 82% from 2022
- 3,339 students registered for the Discover Western Webinar series across 22 webinars, with over 800 prospective students, parents and teachers attending a session

- Careers Advisers and Teachers Day at Bankstown CBD campus with 198 registrations and 111 attendees
- 2,848 students registered for Free HSC Study Sessions in September across the 26 revision sessions. Over 3,308 student attendances were recorded.

Programs

The five ongoing high school engagement programs delivered 450 individual activities reaching 15,000 high school students across 120 Western Sydney high schools. 446 Year 12 students in one of the four high school ongoing engagement programs enrolled at the University for Autumn 2023 commencement, up from 409 program participants in 2022.

Key highlights include:

- 150 activities were delivered to 10,000 primary students across the First Foot Forward and Heartbeat programs, with 80 Western Sydney primary schools participating
- 850 Year 12 students and teachers from 65 Western Sydney high schools attended the Year 12 Student Conference at Parramatta South Campus
- The Pasifika Achievement to Higher Education Program was shortlisted as a finalist in the “Equity and Access” category at the Australian Financial Review Higher Education Awards, and the Academy U program shortlisted as a finalist in the inaugural Universities Australia Awards “change-maker” category
- 56 students in the second cohort of the “Academy U” program completed the “Leadership in Complexity” subject, a core unit of the Bachelor of Creative Leadership.

The Academy

Students’ leadership skills were cultivated through diverse extracurricular programs and collaborations with industry partners, including the Nous Work Immersion, Art of Mentorship, TEDx Sydney Youth, and the BUILD Program at the Sydney Opera House. The Academy sponsored students’ participation in key summits such as the First Nations Leadership and Allyship Summit, Women in Leadership Summit, and Diversity and Inclusion Summit. International experiences included a two-week study tour in Vietnam developed in collaboration with the University of Economics, Ho Chi Minh City (UEH) and co-funded by the New Colombo Plan program.

The Maldhan Ngurr Ngurra Lithgow Transformation Hub

The Hub strengthened community engagement and developed partnerships to support regional collaboration. The Hub worked with government and local businesses to deliver Council’s Lithgow Emerging Economy Plan (LEEP) and support regional transition from a carbon-based economy.

Through the Regenerating Lithgow: People, Place and Planet capacity building project, funded by the National Recovery and Resilience Agency, the Hub has delivered education, skills building, mentoring and creative activities to improve resilience across natural, built, economic, and social environments.

Division of Research, Enterprise and International

RESEARCH, ENTERPRISE AND INTERNATIONAL

Division of Research, Enterprise and International

The Division of Research, Enterprise and International launched the Innovation and Entrepreneurial Decadal Ambition. The Decadal Ambition is the most recent in the suite of Divisional strategies outlining the roadmap for Western Sydney's innovation future. *Western Innovation: Innovation and Entrepreneurship Decadal Ambition 2023-2033* builds on a platform of key achievements in innovation and entrepreneurship through carefully designed priorities.

The international campus in Surabaya, Indonesia was launched, with Education Ministers from Indonesia and Australia attending. The Surabaya campus brings Western to a key economic hub in Indonesia to meet the rapidly rising demand for international higher education across East Java and Indonesia, equipping work-ready graduates with skills for Indonesia's knowledge economy. The Surabaya campus will open in September 2024.

The Division responded to the Australian Universities Accord process, endorsing reform of research funding and a focus on research translation and impact.

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 \$8,348,080 compared to \$8,170,210 in 2022. The Research Training Program (RTP) was allocated \$15,943,858, up from the 2022 allocation of \$14,151,161. The total RBG funding in 2023 was \$24,291,938 compared to \$22,321,371 in 2022. This represents growth of 8.8% on 2022 RBG allocations compared with 3.5% overall growth in RBG allocated to Higher Education Providers in 2022.

Category 1 funding secured increased from \$14,837,196 in 2022 to \$16,843,697 in 2023 with \$24,521,818 secured from government and industry.

The Hawkesbury Institute for the Environment will lead the NSW Bushfire and Natural Hazards Research Centre, a new \$8 million collaborative research centre funded by the NSW Department of Planning and Environment involving researchers from six universities. The Centre will drive innovative approaches to managing fire danger and other natural hazards.

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: *Global Challenges: Capturing Solutions*, included:

- The Power of Community: Enhancing Dementia and Care Together
- Balancing Work and Caring Responsibilities: Supporting carers in the Workplace
- Local Economies and Sustainable Urban Futures
- Conserving and restoring the Cumberland Plain for shared cultural, social and ecological values.

In addition to these Theme focused events, Research Week 2023 delivered sessions on:

- Gender Unlimited: Uncovering the Carers Gap for Staff in Higher Education – delivered by SAGE
- Academic Development Program Showcase – delivered by the Office of the DVCREI
- Research End-User Engagement for HDR Candidates and HDR Supervisors – delivered by the Graduate Research School
- Research Impact Competition – delivered by the Office of the DVCREI.

The Division ran a Summer and Winter Scholarship program, offering the opportunity for undergraduate WSU students to be part of either a Partnership Scholarship or University Scholarship. Together, these programs offered 150 projects which provided scholarship opportunities for 175 students to experience research in an academic and industry setting. Thirty-five projects were identified as Partnership Scholarships with partners including Local Health Districts, Fire and Rescue NSW, NSW Department of Environment and the Powerhouse.

Industry Engagement

Launch Pad's Startup accelerator programs and mentoring activities supported 100+ companies to establish and develop with Startups operating across a range of industries.

Launch Pad's focus on female entrepreneurship and diversity has expanded through the Women and Multicultural program. The program delivered training workshops to nearly 400 students and aspiring entrepreneurs in areas including Parramatta, Bankstown, Penrith and Liverpool.

Student engagement in entrepreneurship training activity continues to grow with 2000+ students engaged across 2022 and 2023. Working with key industry partners such as Omron and Bosch, Launch Pad is building a range of short course style learning experiences to upskill students in technology areas such as collaborative robotics and automation.

A Launch Pad partnership with the City of Parramatta – CoLAB – hosted almost 900 participants in Parramatta Square at the Phive (public library building). This partnership brought hands on workshops and sessions to enable the community to experience new technologies such as 3D printing, virtual reality and explore artificial intelligence.

Launch Pad supported the University's TNE activities by delivering Innovation Challenges in Surabaya, Ho Chi Minh and Hanoi. These challenges involved University students from Western and other institutions as well as Startups and school children working collaboratively to address global challenges through a Hackathon style experience.

International Engagement & Growth

Transnational Education (TNE)

Vietnam

Western developed a proposal to expand its Vietnam campus in partnership with the University of Economics, Ho Chi Minh City (UEH).

India

Western continued to grow its partnerships in India through the Innovative Research Universities (IRU) consortia initiative and the further development of Western's 'Future-tech' agriculture campus.

International Student Recruitment

International student recruitment grew 21% with 3,632 commencements in 2023 – up from 3,013 in 2022. Students from South-East Asia 41% – mainly Vietnam and the Philippines – were the main contributors to this increase. The number of students from China grew from 309 to 430 – a 39% increase – and growth from South Asia saw 2,004 commencements, up from 1,772 in 2022.

Student Mobility

Western delivered 18 outbound study tours to overseas locations including China, Fiji, Hong Kong, India, Indonesia, Japan, Philippines, Singapore, South Africa, Taiwan, USA and Vietnam. 443 students engaged in international study opportunities – an increase of 18% on 2022 numbers. 273 students participated in New Colombo Plan-funded projects in the Indo-Pacific.

Researcher training and development and gender equity

The Division awarded funding through the Researcher Development Awards for Early Career Researchers, researchers who have experienced career interruption and women. The Division introduced a new Indigenous Researcher Fellowship. \$152,000 in funding was awarded for projects to be conducted in 2024. Since these awards commenced, \$6,270,746 in funding has been awarded to 324 researchers in eight years. This funding supports research careers and equity of progression, regardless of circumstance.

As part of the University's celebration of International Women's Day 2023 the Division hosted a lunchtime event at the Peter Shergold Building with the theme of *Embrace Equity*. Padman Raman, CEO of Australia's National Research Organisation for Women's Safety (ANROWS), delivered the keynote address.

The Division presented the Gender and Inclusion Conference Series. The two-day program, delivered by Ethos Australia, provided 35 participants with strategies in research leadership focusing on self-leadership, team leadership and leadership within the discipline or University. The conference series offered speed mentoring in partnership with female leaders from the National Australian Bank and Dealing with Imposter Syndrome training for Academic staff.

The Division hosted Research Quality Forums (RQF) 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, Researcher Development, Research Contributions to the SDG Impact Outcome, Grant Application Development Support and Contract Research Retained Funds Guidelines.

Escalation of impactful and global partnerships

Western was again named first in the world by the Times Higher Education Impact Ratings for its commitment to the United Nations Sustainable Development Goals. Underpinning the number one ranking was Western's exceptional performance in several of the SDG categories:

- 1st in the world overall
- 1st in the world for SDG 5 Gender Equality
- 1st in the world for SDG 12 Responsible Consumption and Production
- 1st in the world for SDG 17 Partnership for the Goals
- 2nd in the world for SDG 6 Clean Water and Sanitation
- 2nd in the world for SDG 15 Life on Land
- 3rd in the world for SDG 10 Reduced Inequalities
- 4th in the world for SDG 3 Good Health and Wellbeing
- 5th in the world for SDG 11 Sustainable Cities and Communities
- 7th in the world for SDG 13 Climate Action.

Western is ranked in the top 2% of universities worldwide and in the Top 50 Young Universities in the World.

Research Appointments and Awards

Western's research excellence was acknowledged through the appointment of staff to prestigious honorary positions as well as through nationally competitive awards. These include:

- SAGE Cygnet Award for Flexible Work
- ARC Mid-Career Industry Fellowship – Dr Kate Umbers
- Next Generation Ecologist Award – Dr Adam Frew
- Academy of Technological Sciences and Engineering Fellow – Prof Vivian Tam
- Innovation AUS Excellence Award – Prof Sebastian Pfautsch
- Australian Academy of Science Fellows – Distinguished Professors Belinda Medlyn and Brajesh Singh
- Pascall Prize for Arts & Criticism, Walkley Foundation – Dr Catriona Menzies-Pike
- ARC College of Experts – Prof Samantha Liyanapathirana.

The Australian newspaper announced its selection of top researchers and institutions across Australia in 250 fields of research. Professor Paul James from the Institute for Culture and Society and Professor Alexis Wright from the Writing and Society Research Centre were named "Living Legend, Academic in the Spotlight" which highlights Australian researchers who are prominent in public discourse.

The Academic Division

ACADEMIC

ACADEMIC DIVISION OVERVIEW

The Academic Division collaborates with Schools, Divisions and external partners to enable and sustain our students' success. The Division's responsibilities include academic quality and standards, oversight of 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, support for academic pathways, professional accreditations and curriculum quality, and education for the UN Sustainable Development Goals. These responsibilities are enabled by the Education Futures Strategy 2022-2026, which focuses on four pillars: Education Innovation, Quality, Partnerships and Precincts.

For the second year in a row, Western Sydney University has been named number one in the world for its social, economic, and environmental impact in the 2023 Times Higher Education (THE) University Impact Rankings. The Academic Division played a key role in achieving this success by creating the Sustainability and Resilience 2030 Decadal Strategy. The Academic Division supported the University's delivery of responses to new teaching and curriculum opportunities and ensured that sustainability-related activities were recorded on our engagement platform.

The Academic Division's strategic priorities are:

- Designing and delivering distinguished and innovative student learning experiences
- Developing and maintaining impactful partnerships to support innovation in education
- Adopting evidenced-based practices to continuously improve the University's teaching and curriculum.

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

Education Innovation and Transformation

The Academic Division led the PGx (postgraduate transformation project), the launch of the Institute for Applied Technology, Construction (IATC) and the WesternX undergraduate microcredential project. The Engaged Teaching Project (ETP) was established as an additional transformation project to respond to changing student preferences. The Division supported staff and students' digital fluency through the Adobe Creative Campus partnership, NSW Digital Skills and Workforce Compact, and several Generative AI pilots.

Postgraduate Transformation

Established in 2022, the Postgraduate Transformation Project (PGx) transforms the University's postgraduate program profile by responding to emerging in-demand jobs and skills; embedding microcredentials at scale; harnessing new platforms, education models, and learning technologies; and developing highly differentiated online programs with curriculum co-created with industry.

Key deliverables included establishing the PGx product strategy; launching the first set of stackable microcredentials with the School of Business; successfully applying for two grants enabled by the Department of Education Microcredentials Pilot in Higher Education; establishing the EdTech Innovation Hub and learner analytics capability; designing and delivering a MetaHuman proof of concept that will be embedded in microcredentials launched in 2024; and gaining ethics approval for related research.

From an industry partnership perspective, PGx has strengthened existing strategic partnerships and established new ones. These include becoming Principal Partners with EduGrowth in the creation of an Australian Higher Education EdTech Innovation Network (HE-EIN), being the only Australian university to pilot the OpenLearning Generative AI tools for Educators, undertaking market and value proposition testing with Accenture, and partnering with Adobe in scoping education innovation opportunities enabled by our Creative Campus partnership.

THE OFFICE OF THE PRO VICE-CHANCELLOR, LEARNING FUTURES

Learning Futures led and collaborated in a range of initiatives including the educational response to the rise of Generative Artificial Intelligence (AI), professional learning for staff in Adobe Creative Cloud, supporting the sector-leading Academic Decasualisation Program, and establishing the Engaged Teaching Project (ETP). WesternX developed the University's presence in microcredentials, including the approval of the University's Microcredentials Procedures. The TEL team partnered with Schools and Divisions to further embed the TEL Strategy across the University, with a particular focus on Learning Analytics. These strategic priorities were underpinned by Learning Futures' regular workshops and events.

Projects and Innovations

As part of the University's response to the emergence of AI, Learning Futures coordinated a series of workshops and webinars to assist academics – 638 staff attended 15 sessions – and updated the Academic Integrity Strategy. In partnership with the Digital Acceleration Transformation Initiative and ITDS, Learning Futures developed staff and student facing AI-assisted support and resources. As part of its Scholarship of Teaching and Learning (SoTL) grants program, Badugulang provided eight grants to Generative AI research projects.

Learning Futures partnered with Adobe to facilitate four sessions for staff members, attended by 440 Western staff. These sessions were followed by the Western and Adobe Digital Uplift and Engagement Program. Facilitated by Learning Futures and Adobe, the program ran for 10 weeks, including a series of workshops and masterclasses employing partnership pedagogy, and involved collaboration between staff and students to co-create digital artefacts and teaching and learning resources using Adobe software.

The Social Research Centre (SRC), administrators of the annual QILT (Quality in Learning and Teaching) surveys, were commissioned by the Engaged Teaching Project to produce customised reports based on new analysis of the Student Experience Survey (SES) and Graduate Outcome Survey (GOS), including data gathered through focus groups.

WesternX (Wx) continued to expand Western's suite of microcredentialled. In October, Wx held its first "Shark Tank" event, receiving over 30 Expressions of Interest. Seven finalists made their pitches to a panel of judges, including representatives from Adobe, Deloitte and Microsoft. The Shark Tank will result in four industry-driven microcredentialled.

Professional Learning

Learning Futures supported the first intake of academic staff from the Academic Decasualisation Program through the Foundations of University Learning and Teaching (FULT) program. Of the 35 participants in Spring, 22 were from the Academic Decasualisation Program. This program included mentorship from established academics and the completion of research-based projects based on participants' teaching practices. Four FULT participants presented their projects at the Badugulang Teaching Showcase in November. Badugulang, Western's Centre of Excellence for Teaching and Learning, delivered several major events, including the Teaching and Learning Week in April and the Teaching and Learning Showcase in November. Teaching and Learning Week attracted 377 staff, with site visits to learning spaces on three campuses, workshops on reward and recognition, and a keynote on artificial intelligence and student engagement from Professor Adam Bridgeman, PVC Educational Innovations, University of Sydney. The end of year Teaching and Learning Showcase attracted more than 100 attendees and included presentations from award winning teachers and newly appointed academics from the Academic Decasualisation Program. The Showcase also included presentations on the new Assessment Framework, innovative approaches to technology-enhanced learning and new learning platforms.

In addition to the Adobe Creative Cloud workshops, Learning Futures, through the Digital Learning Team and the Educational Advisors, provided a range of professional learning workshops and sessions, online and face-to-face, delivering over 100 workshops with more than 550 attendees. These workshops included topics on assessment, feedback and rubric creation. The Digital Learning Team conducted 239 one-on-one consultations with academics from schools and The College. Learning Futures partnered with ITDS, The College, and the Schools of Education and Psychology to deliver workshops at the new Bankstown City Campus on active learning using the new learning studios.

Technology-Enabled Learning

The TEL team's implementation of the Technology-Enabled Learning (TEL) Strategy 2023-2025 involved collaboration with 10 Schools, The College, and Divisional partners to deliver 360-degree tours, augmented-reality experiences, and virtual laboratories. Templates are developed as a part of these projects to allow for scalable and sustainable approaches to similar projects.

In parallel, the TEL team developed a suite of new Learning Analytics tools and resources to assist with the University's retention strategy and improve teaching and learning. These upgrades include an academic facing dashboard to enhance useability and broaden the available datasets for academics to monitor student engagement in real-time. Students are being supported with the provision of a student facing dashboard and the expansion of the Learn2Learn program.

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

The EPQ oversees curriculum approval and quality processes at Western and manages educational partnerships with third-party providers, student placements, quality assurance, accreditation and academic pathways. EPQ focused on curriculum quality assurance and third-party provider compliance and oversaw the University's submission to the Times Higher Education (THE) Impact Ranking.

Curriculum Quality and Projects

EPQ commenced a review of the academic program quality and performance lifecycle. Following a comprehensive benchmarking exercise, EPQ recommended that the Academic Planning and Courses Approvals Committee (APCAC) consider refreshing quality assurance activities. Following the recommendation, the Curriculum Quality Procedures now make provision for regular program monitoring and longer-term renewal cycles.

Preparations for the University's 2025 registration renewal commenced, coordinated by a TEQSA Steering Group. The Steering group's activities included: information sharing on sector developments and TEQSA's priorities; the compilation of an evidence map to address the different domains of the HESF and assign accountabilities; and identifying focus groups to interrogate evidence sources. The Steering Group has high-level representation from a range of portfolios.

Two academic School Reviews were undertaken in the School of Social Sciences and the School of Computer, Data and Mathematical Sciences. Cyclic School Reviews are evidence-based and conducted in accordance with the University Reviews Policy and associated guidelines.

The Academic Division

The Co-design project, funded by the National Priorities and Industry Linkage Fund (NPILF), concluded its third implementation phase in 2023. 16 postgraduate programs in five discipline areas in the School of Engineering, Design and Built Environment have been co-designed with 27 industry partners. Six program level co-design workshops were held in 2023 with more than 100 participants in total. A showcase event was held in November, with 31 representatives from industries and 35 participants from Western Sydney University. Final evaluation of the Co-design project will be conducted in 2024. The NPILF funded STEM for non-STEM students project continues to bring STEM elements into programs in the School of Humanities and Communication Arts. The second STEM-coded subject was introduced into the Bachelor of Communications with the first STEM-coded subject offered again for the Bachelor of Arts students. The enrolment was 147 for two subjects in SPR 2023.

Students and Partnerships

The WSU Student Partner (SP) team developed resources to support the marketing and communication of the 21C Challenge Minors to the student community across campuses. In March, the team curated the Curriculum Re-imagined Exhibition which was housed at the Parramatta South Library. The SP team embarked on several initiatives with the University Library under The Living Library Project (TLL) – a partnership intended to support our university's Academic Literacy Strategy. The team co-designed and created the University's new Academic Integrity Module in vUWS (launched in 2024) alongside library staff. The SP team were involved in the ideation and co-creation of the Library's program of student-facing academic literacy events.

EPQ, via the Third-Party Provider Committee (TPPC), commenced a review of third-party provider quality and compliance processes. Third-Party partnership arrangements with external providers, domestic and international, are currently supported through a dispersed model. EPQ was established, in part, to coordinate the compliance, governance and review activities. A pilot review with Sydney City Campus was conducted in 2023 that will provide a model for other TPPs in 2024.

964 new or revised articulation pathways were developed to support students seeking articulation to Western, increasing the number of all articulation pathways to over 2000. Of the 964 new/revised pathways, 722 were domestic pathways and 242 were international pathways. EPQ provides support for the development of pathways and partnerships, including support for the Office of the PVC International, who oversee the development of international partnerships.

EPQ continues to support Schools with submissions for program-level professional accreditations essential for graduates to practice. The successful reaccreditation applications supported in 2023 included CPA Australia/CAANZ and the Occupational Therapy Council of Australia, and support flows into 2024 with substantial submissions in progress such as NSW Education Standards (NESA) and the Paramedicine Board of Australia.

The Placements Hub supports students and Schools with placement and Work-Integrated Learning (WIL) opportunities. The Placements Hub ran 87 drop-in sessions in 2023, with 114 occasions of service with NSW Student Health enquiries. Placements Hub also responded to 1026 placement and WIL agreements. A total of 28,014 placements were recorded in InPlace in 2023, including 381 recorded paid placements.

Sustainability and Resilience Decadal Strategy

Sustainability Education and Partnerships (SEP) undertook a detailed review of 50 Strategic Actions across the University aligned to the Sustainability and Resilience 2023 Decadal Strategy in the first half of 2023. Western achieved Carbon Neutral status against its Strategic Actions ahead of schedule. A new set of graduate attributes were adopted by the University in 2022, including an ambitious Sustainability Graduate Attribute; SEP commenced a communications strategy to assist with embedding the Sustainability Graduate Attribute across academic programs.

With support from SEP, the SDSN Youth SDG Hub ('Change Markers') was revitalised with several student-led events delivered across campuses, focused on SDG awareness in partnership with the SRC's Environment Collective and the Student Experience team. The Hawkesbury-Nepean Waterkeeper Alliance received \$1,000,000 of federal funding to establish a series of 'Platypus Parks' along the upper Hawkesbury-Nepean under the auspice of the Hawkesbury-Nepean Waterkeeper Alliance, led by Western and the Hawkesbury Environment Network.

The Library

The Library led the development and approval of the new University-wide Academic Literacy Strategy and established the Academic Literacy Advisory Group (ALAG). An audit of Academic Literacy activities offered by Schools was completed in preparation for phase two of the strategy: working with schools to embed academic literacy skills in curricula.

The Library Reimagined model was launched, reimagining library services, community engagement and the Library's culture. A formal Student-Staff partnership project embodied this approach, delivering the Books, Writers and Content Makers program and Academic Literacy communications assets.

The functional brief and budget for The Library of the Future Whitlam Library Refurbishment was approved. Following appointment of Woods Bagot as Lead Design Consultant, an extensive series of stakeholder workshops to inform the design and operation of the refurbished library was undertaken. Schematic design is nearing completion, with construction scheduled to commence mid-2024.

In support of the principles of equity and access to knowledge, the Library pursued making its holdings of rare books and special collections available through the Library catalogue, expanding the digitisation and preservation of the Whitlam Prime Ministerial Collection and promoting its open access publishing. A Special Collections area was created on the Library website with four special collections made available, including a curated collection of works by Indigenous authors. Open Access publishing of University research through library-managed Read and Publish (R&P) Agreements grew, with 300 articles published across 12 R&P Agreements and over \$1,350,000 in publishing fees avoided. A further 91 articles were published with funding support.

A second open textbook was published on the Western Open Books platform, *Sports Marketing: An Australian Perspective*, by Dr Jessica Richards from the School of Business. The Library developed an Open Educational Resources (OER) strategy to provide local academic voices an open alternative to commercial academic publishing that is free to students and globally accessible. OER are suitable for microcredential learners, who often do not have access to subscribed scholarly content. The Western Open Books brand and service model was developed and the Library will promote the service in 2024 as an open access publishing service for Western academics.

The Library is committed to making its collections, spaces and services culturally safe, diverse and inclusive of Indigenous Knowledges and cultures. The Library Indigenous Strategy was developed in collaboration with Professor Susan Page, Director of Indigenous Learning and Teaching.

Teaching and Research Technical Services

Teaching and Research Technical Services (TRTS) offered specialist technical guidance and support by maintaining its partnerships with Schools and Institutes, industry and community.

TRTS managed the full return to campus for all on-campus teaching and research activities across all campus locations, including the operational launch of Bankstown City Campus in the Bankstown CBD. Specialised TRTS teams continued their support of the timetabled programs in learning studios and research activities and delivered an increased visibility of work in supporting teacher education, psychology research and MARCS Institute's BabyLab.

An initiative to review Western Sydney University Uncrewed Aerial Systems (UAS – Drones) operations was completed and implementation began for self-management of UAS operations to meet Civil Aviation Safety Authority regulations. TechNet Australia formally accepted a TRTS submission for Western Sydney University to be the hosts for the 2024 TechNet Conference.

Entities

THE WHITLAM INSTITUTE

The Whitlam Institute within Western Sydney University is a dynamic research and public policy think tank, prime ministerial archive, and public museum that commemorates, and is inspired by the life and work of the Hon Gough Whitlam AC QC, Australia's twenty-first Prime Minister. The Institute advances the contemporary relevance of Whitlam's ideas and pursues the causes he and his Government championed. We are guided by the principles on which Gough Whitlam's parliamentary career and years of service to the people of Australia were founded. Our Vision is to be recognised as a nationally significant institution delivering distinctive, bold and inspiring research, policy and programming. We promote common ground, inclusive national identity and civic engagement for all Australians. We seek to be recognised across the political spectrum as delivering a nation-building agenda "to promote equality; to involve the people of Australia in the decision-making processes of our land; and to liberate the talents and uplift the horizons of the Australian people" (Gough Whitlam, 1972).

The Institute's work centres on four areas:

- **Research and Policy:** Through robust scholarly studies and research-informed policy development, the Whitlam Institute tackles the challenges of modern Australia, paving the way for "a more equal, open, tolerant and independent Australia" (Gough Whitlam, 2010)
- **Cultural and Heritage Preservation:** The Whitlam Institute has stewardship of two culturally significant sites: the Female Orphan School in Parramatta and the Whitlam Prime Ministerial Home in Cabramatta. The Whitlam Institute preserves and opens these historical spaces to the public, fostering connections with Australia's past and highlighting its enduring impact on the present
- **Civics:** By enhancing knowledge about Australian democracy and promoting civic participation, the Whitlam Institute fosters an active citizenry inspired by Whitlam's commitment to social justice and championing an independent Australia
- **Whitlam Prime Ministerial Collection:** The Whitlam Institute preserves and promotes the collection of artifacts that embody Gough Whitlam's personality, public life, public service, government, leadership and the times he lived in.

The Whitlam Institute builds impactful research that informs transformative policies, strengthens collaborative partnerships and outreach, and drives systemic change. The fiftieth Anniversary of the Whitlam Government continued to be the focus of 2023 events, including:

- **2023 Whitlam Oration:** Held at the National Press Club in Canberra. The Whitlam Institute was honoured to have secured Prime Minister the Hon Anthony Albanese as its 2023 Orator
- **Continuing Professional Development:** Event for legal practitioners at the Federal Court of Australia with a keynote from the Commonwealth Attorney-General the Hon Mark Dreyfus KC MP examining the legacy of the Whitlam-established Legal Aid Commission focusing on Indigenous justice and family violence
- **Book Launch:** Michelle Arrow (ed), *Women and Whitlam: Revisiting the Revolution* (NewSouth, 2023)
- **Exhibition:** "Dedicated to the Dedicated" art exhibition at the National Archives of Australia, Canberra
- **Legacy Paper:** Launch and panel discussion on the Legacy Paper, Elizabeth Reid AO, *Revolution and Reform: The Women's Liberation Movement and the Whitlam Years* including Elizabeth Reid, Whitlam Advisor on Women and Children, and Minister for Women, Senator the Hon Katy Gallagher MP
- **Legacy Paper:** Launch of the 2022 E.G. Whitlam Research Fellowship Legacy Paper, Ben Huf, *Curating the National Estate: Equality, Environment and the Whitlam Government* at the Australian National University
- **Community Health Program Policy Forum:** A Forum examining the legacy of the Whitlam Government's 1973 Community Health Program with Minister for Health and Ageing Mark Butler MP
- **Exhibition:** Collaboration with the Australian and Chinese Arts & Culture Institute (IAC), the Whitlam Institute co-hosted a dual event consisting of the Opening of the Warren Duncan Exhibition (ABC Correspondent to China during the Whitlam and Fraser terms) and the Annual IAC Address.

Ongoing programming included:

- The Whitlam Prime Ministerial Family Home was open to the public and hosted an architectural journalism roundtable on mid-century modernism, urban development and the Whitlam legacy as part of Sydney Design Week 2023 in collaboration with Powerhouse and Union Magazine
- The Whitlam Institute's annual **What Matters? Writing Competition** received a record number of entries. Nearly 5000 students across 691 individual schools engaged in the competition. Analysis shows a participation increase average of 50% across all states, largely due to digital entries
- The **2023 E.G. Whitlam Research Fellow**, Dr Zoe Staines, worked on a project that builds on Whitlam's legacies to explore the potential for a basic income to support the economic security of Australian women, including Indigenous women, while supporting and valuing their reproductive labour, autonomy and freedom
- The **Refugee Camp in my Neighbourhood** initiative was hosted by the Whitlam Institute on the Parramatta South Campus from July to August 2023 with almost 2000 participants – an increase in participation from the previous year. Participants experience a simulated refugee camp and migration journey facilitated by tour guides with real refugee and asylum-seeker experience
- The Whitlam Institute partnered in two important projects: "First Nations Digital Inclusion in Western Sydney" and "Digital Poverty and the Right to Education in NSW Schools". Both projects were led by Professor Azadeh Dastyari
- The **Whitlam Institute Board of Directors** had one change in 2023 with the resignation of the Hon Rose Jackson MP – necessitated by her stewardship of numerous portfolios within the NSW Labor Government.

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, and vocational programs are offered by The College's Registered Training Organisation (RTO).

Highlights include:

- A trial of block mode teaching through the Destination College Transformation Project in the Diploma of Culture, Society and Justice, including flipped classroom teaching and an enhanced student support model. Student and staff experience of the trial was positive: block-to-block retention averaged 92% and the average pass rate across the four blocks was 70% – above sector average for an open-access Diploma
- RTO re-registration approval was secured without conditions from ASQA for the maximum period of seven years (April 2030)
- International student enrolments across The College's English Language Programs rebounded with over 4,500 tuition weeks purchased, up from a little under 2,000 in 2022
- The College and the Greater Western Sydney Giants have agreed on a partnership that will see The College deliver a Diploma in Business (Pathway to Sports Management) from Sydney Olympic Park from Term 1, 2024.

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 Western campus network, WSU Early Learning follows the latest research and best practice models, including the National Quality Framework.

Highlights include:

- A 95% utilisation rate
- Implementation of a new Child Care Management System
- WSU Early Learning Hawkesbury underwent Assessment and Rating in April 2023. Quality Area 1 Educational program and practice and Quality Area 2 children's health and safety were both rated as Exceeding the National Quality Standard and the service was rated overall as Meeting the National Quality Standard
- The commencement of a Pedagogy and Practice Leader position to support each service to engage in relevant action research projects that will improve practice and promote dissemination of current research.

WSU Early Learning was successful in securing the following funding in 2023:

- Start Strong Long Day Care funding for \$0.138m to develop preschool programs for children transitioning to school and a further \$0.056m in funding under a trial payment intended to improve the provision of quality education to three year olds
- Start Strong Long Day Care funding for \$0.293m passed on in fee relief to families of eligible children aged four years to increase access to quality education in the year prior to starting school
- Start Strong Quality and Participation funding for \$0.100m to increase participation and access for vulnerable and disadvantaged children as well as improving quality in the learning environments for preschool aged children
- Department of Education and Training funding totalling \$0.069m for engagement and support of trainees
- Funding of \$0.010m each respectively from Wentworth Health and Sydney Water to fund projects connecting children's learning to the local Community.

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 entered its eighth year of operation.

WSUIC transitioned to independent operations, with WSUIC obtaining accreditation for its Diploma in Engineering. All commencing WSUIC students now enrol into the College's own TEQSA-accredited diplomas and Foundation Studies Program.

New Student Recruitment: WSUIC enrolled 459 new students in 2023 compared with 348 in 2022. This is a year-on-year increase of 32%.

Academic Performance: Academic Performance over the 2023 Calendar Year has seen a mean pass rate across Terms 1 and 2 (2023) of 71% for diploma courses and 83% for foundation studies.

Retention and Transition: Average term student retention over the 2023 Calendar Year was 76%. Over 214 WSUIC students are expected to complete their WSUIC course and transition into WSU across Semester 2 (2023) and Semester 1 (2024).

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.

OPERATIONS AND PERFORMANCE

Land Disposal

The University did not dispose of land valued at more than \$5m in 2023.

The University entered into a long term lease (125 year term) in respect to a parcel of land located at its Westmead campus. The commencement date for the lease was 7 March 2022. For accounting purposes, the land was written off in 2023. While the University continues to be the land owner, the duration of the lease means that the University does not have effective control of the land.

Research and Development

There were no institution-wide research and development projects relating to the University's operational activity undertaken in the reporting period.

The University undertakes academic research as part of its objects as prescribed in the *Western Sydney University Act 1997*.

Performance Information

The University's strategic performance measures are provided in the sections Strategic Objectives and Outcomes and Management Activities.

MANAGEMENT AND ACCOUNTABILITY

Numbers and Remuneration of Senior Executives

EXECUTIVE REMUNERATION

Professor Barney Glover AO

Position: Vice-Chancellor and President
Total Remuneration Package: \$1,068,133
Period in Position: Full Year
Results: Met all objectives

Professor Clare Pollock

Position: Senior Deputy Vice-Chancellor and Provost
Total Remuneration Package: \$621,908
Period in Position: Full year
Results: Met all objectives

Professor Deborah Sweeney

Position: Deputy Vice-Chancellor and Vice-President, Research, Enterprise and International
Total Remuneration Package: \$546,343
Period in Position: Full year
Results: Met all objectives

Professor Simon Barrie

Position: Deputy Vice-Chancellor and Vice-President (Academic)
Total Remuneration Package: \$539,191
Period in Position: Full year
Results: Met all objectives

Professor Michelle Trudgett

Position: Deputy Vice-Chancellor, Indigenous Leadership
Total Remuneration Package: \$448,855
Period in Position: Full year
Results: Met all objectives

Mr Peter Pickering

Position: Senior Vice-President
Total Remuneration Package: \$630,810
Period in Position: Full Year
Results: Met all objectives

Mr Darren Greentree

Position: Vice-President, Finance and Chief Financial Officer
Total Remuneration Package: \$439,238
Period in Position: Full Year
Results: Met all objectives

Mr Bill Parasiris

Position: Vice-President, Infrastructure and Commercial
Total Remuneration Package: \$439,238
Period in Position: Full Year
Results: Met all objectives

Mr Angelo Kourtis

Position: Vice-President, People and Advancement
Total Remuneration Package: \$589,564
Period in Position: Full Year
Results: Met all objectives

SENIOR EXECUTIVES EMPLOYED AND GENDER

2023

Males (6)
Females (3)

2022

Males (4)
Females (3)

2021

Males (4)
Females (3)

Average Total Remuneration Package of Executives

2023 \$591,476
2022 \$609,910

Percentage of Total Employee-Related Expenditure

2023 <1%
2022 <1%

Human Resources

STAFF FTE REPORT

2023 Data as at 31-Mar-23

2023 Data extracted 22-Jan-2024

Data includes WSU only

Data excludes casual employees and adjunct employees

EMPLOYMENT CATEGORY	2018	2019	2020	2021	2022	2023
Academic (Levels A-E)	986.4	999.4	996.2	926.2	954.6	957.0
Professional (Levels 1-9)	1401.0	1530.4	1566.0	1355.8	1386.3	1406.5
Senior (above Academic Level E or Professional HEW Level 10)	140.1	146.0	152.8	139.8	140.6	153.6
Grand Total	2527.4	2675.7	2721.0	2421.8	2481.5	2517.1

MANAGEMENT AND ACCOUNTABILITY

Promotion

TRAVEL EXPENSES

The total University expenditure for overseas travel was \$5.8m. Travel was for a variety of University-related purposes including:

- Research collaboration
- Promotion and development of new partnerships
- Presentation of papers at conferences
- Overseas joint university projects
- Academic development programs
- Student practicums
- International study exchange and tours
- Offshore campuses and student engagement.

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 Western Sydney 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 use is acquitted via the online Travel and Expense Management System and is checked and authorised by the appropriate delegated officer. The University conducts regular reviews of credit card use 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 are 30 days. Any variation to these terms with due justification must be approved by the Vice-President Finance and Chief Financial Officer or an authorised delegate. University domestic payment runs are weekly and international payments are made fortnightly. The majority of payments are made via electronic transfer.

Legal Change

CHANGES IN ACTS OR SUBORDINATE LEGISLATION

There were no changes to the Western Sydney University Act 1997 or subordinate legislation in 2023.

SIGNIFICANT JUDICIAL DECISIONS

There was one significant judicial decision in 2023. The University successfully appealed a judgment of the NSW Supreme Court to the NSW Court of Appeal, which provided clear and authoritative guidance on the scope of the prohibition against discrimination in the University's Act of Parliament.

Economic or Other Factors

There are no economic factors with a material impact on the University's operations.

Events Arising after the End of the Annual Reporting Period

The University, like the sector, is affected by government policy decisions in relation to migration and study visas. Any material financial impact resulting from government policy in relation to international students will be reflected in the 2024 Annual Report.

MANAGEMENT AND ACCOUNTABILITY

Risk Management and Insurance Activities

RISK MANAGEMENT

Risk management is an essential component of the University's governance framework. Effective risk management and a risk-aware culture protects 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 operations of the University and its controlled entities. Risk management policies, standards and staff training have been developed to guide staff in meeting their responsibility to manage risks. The University maintains a Strategic Risk Register which documents risks specific to the achievement of its 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 and Risk Appetite Statement were revised and the assurance plan aligned to provide confidence to the Senior Management and the Board of Trustees, through the Audit and Risk Committee (ARC), that risks are being effectively managed. Staff are advised via the 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.

The recommendations arising from the independent external review of the Internal Audit and Risk Assessment function were considered and implemented where appropriate.

An independent external review of the Risk Assessment function was performed during 2023 by KPMG. The Risk Assessment function of the University was assessed at a 'Repeatable' level of risk management maturity. The recommendations from this review are being considered, the priority recommendations are being implemented and a plan prepared for the remaining recommendations.

From an overarching risk assessment perspective, the University holds adequate insurances to protect the University from significant financial losses. Several insurance policies and strategies are in place to ensure that University staff, students and property are 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.

MANAGEMENT AND ACCOUNTABILITY

Cyber Security Policy Attestation

Western Sydney University provides this attestation statement to affirm the cyber security posture of the organisation, addressing matters outlined in the NSW Cyber Security Policy.

Western Sydney University is committed to maintaining its current cyber security posture and uplifting its cyber security practices to align with industry standards and regulatory requirements. The University is developing a robust culture to safeguard our systems, data and business operations against cyber threats. We prioritise cyber security as a fundamental aspect of our organisational governance.

Assessment of Cyber Security Risks

The University conducts thorough assessments of its cyber security risks. These assessments are carried out in line with best practice standards and frameworks to identify, evaluate and manage cyber security threats, vulnerabilities and impacts on our systems, data and business operations.

Residual Risks Exceeding Enterprise Risk Appetite

The University confirms that it has evaluated its cyber security residual risks against the enterprise's risk appetite. Where residual risks exceed our risk appetite, appropriate mitigation strategies have been identified and are being implemented to reduce exposure and align with organisational objectives.

Compliance with NSW Cyber Security Policy

In accordance with Section 1.3 of the NSW Cyber Security Policy, the NSW Cyber Security Policy is not mandatory for state-owned corporations, non-government organisations, local government or universities. However, the University has ensured that its cyber security assessments are conducted in compliance with the NSW Cyber Security Policy.

Machinery-of-Government Changes

In the event of machinery-of-government changes, the University has clearly defined the periods for which entities are responsible for respective controls. Cyber security has been appropriately addressed at agency governance forums, ensuring a seamless transition and continuous protection throughout any changes.

Governance Forums

Cyber security matters are addressed at all levels of University governance, including through the Board of Trustees and its Audit and Risk Committee.

Continuous Improvement in Cyber Security Governance and Resilience

The University continuously improves its cyber security governance and resilience. This includes uplifting cyber security policies, guidelines, procedures and controls to adapt to evolving threats and technologies. The University invests in staff training and awareness programs to uplift cyber security culture throughout the organisation.

MANAGEMENT AND ACCOUNTABILITY

Compliance with the *Privacy and Personal Information Protection Act 1998*

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 published its: new Privacy Impact Assessment Procedures which support the principles of 'privacy by design'; new Privacy Data Breach Response Plan in compliance with PPIPA's new mandatory data breach reporting requirements; and revised Privacy Policy and Privacy Management Plan (PMP). These documents maintain organisational and legislative currency and the PMP was submitted to the Privacy Commissioner, as required under PPIPA.

In 2023 the Privacy Officer undertook no formal internal reviews.

The Privacy Officer responded to and facilitated the containment of 15 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 seven matters which, upon investigation, did not constitute breaches of privacy – with one a near-miss – and provided advice on 60 other matters.

MANAGEMENT AND ACCOUNTABILITY

Government Information (Public Access) Act 2009

AGENCY NAME	Western Sydney University
PRINCIPAL DEPARTMENT	Records & Archives Management Services, Office of Governance Services
REPORTING PERIOD	1 January 2023 to 31 December 2023

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

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

Clause 8A: Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review

Reviews carried out by the agency	Yes
Information made publicly available by the agency	Yes

The information made publicly available by the agency is found on its website, from links on the banner at the bottom of the home page. Publicly available information includes the University's policies, structure, disclosure log of access applications, register of contracts.

Clause 8B: The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications)

Total number of applications received	10
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Clause 8C: 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	% of Total		
	Wholly	Partly	Total
	1	1	2
	50.00%	50.00%	100.00%

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 community groups	Members of the public (by legal representative)	Members of the public (other)	Total	% of Total
Access Granted in Full	1	0	0	0	0	1	2	22.22%
Access Granted in Part	1	0	0	0	0	0	1	11.11%
Access Refused in Full	2	0	0	0	0	0	2	22.22%
Information not Held	0	0	0	0	0	0	0	0.00%
Information Already Available	1	0	0	0	0	0	1	11.11%
Refuse to Deal with Application	0	0	0	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0	0	0	0.00%
Application Withdrawn	0	0	0	0	1	2	3	33.33%
Total	5	0	0	0	1	3	9	
% of Total	55.56%	0.00%	0.00%	0.00%	11.11%	33.33%		

*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.

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

	Personal information applications*	Access applications (other than personal information applications)	Access applications that are partly personal information applications and partly other	Total	% of Total
Access Granted in Full	1	1	0	2	22.22%
Access Granted in Part	0	1	0	1	11.11%
Access Refused in Full	0	2	0	2	22.22%
Information not Held	0	0	0	0	0.00%
Information Already Available	0	1	0	1	11.11%
Refuse to Deal with Application	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0.00%
Application Withdrawn	2	1	0	3	33.33%
Total	3	6	0	9	
% of Total	33.33%	66.67%	0.00%		

*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	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	1	100.00%
Invalid applications that subsequently became valid applications	0	0.00%

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0.00%
Cabinet information	2	100.00%
Executive Council information	0	0.00%
Contempt	0	0.00%
Legal professional privilege	0	0.00%
Excluded information	0	0.00%
Documents affecting law enforcement and public safety	0	0.00%
Transport safety	0	0.00%
Adoption	0	0.00%
Care and protection of children	0	0.00%
Ministerial code of conduct	0	0.00%
Aboriginal and environmental heritage	0	0.00%
Privilege generally - Sch 1(5A)	0	0.00%
Information provided to High Risk Offenders Assessment Committee	0	0.00%
Total	2	

*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*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	0	0.00%
Individual rights, judicial processes and natural justice	0	0.00%
Business interests of agencies and other persons	2	100.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	2	

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	9	100.00%
Decided after 35 days (by agreement with applicant)	0	0.00%
Not decided within time (deemed refusal)	0	0.00%
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	% of Total
Internal review	0	0	0	0.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	0	0	0	
% of Total	0.00%	0.00%		

*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	% of Total
Applications by access applicants	0	0.00%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0.00%
Total	0	

Table I: Applications transferred to other agencies

	Number of applications transferred	% of Total
Agency – Initiated Transfers	0	0.00%
Applicant – Initiated Transfers	1	100.00%
Total	1	

MANAGEMENT AND ACCOUNTABILITY

Public Interest Disclosures Act 1994

PUBLIC INTEREST DISCLOSURES

Statistical information on public interest disclosures (PIDs)

Jan 2023 – Dec 2023	
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

Other Information

ANNUAL REPORT 2023

Western Sydney University's 2023 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 2023 was \$433.40.

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

Exemptions

The University has not reported on the following content heads per exemptions outlined in the NSW Treasury Policy and Guidelines – Annual Reporting Requirements TPG 23-10:

- Implementation of Price Determination
- Consultants
- Requirements Arising from Employment Arrangements
- Internal Audit and Risk Management Policy Attestation

MANAGEMENT AND ACCOUNTABILITY

Modern Slavery Act 2018 Reporting

Western Sydney University is dedicated to combating Modern Slavery both in Australia and globally. We take our responsibility to protect and advocate for our direct employees, student body, the people within our supply chains and the communities we serve seriously.

In accordance with the *Modern Slavery Act 2018* (Cth) the University releases an annual Modern Slavery Statement, endorsed by the Board of Trustees. The statement demonstrates the University's commitment to addressing risks of Modern Slavery within our operations and supply chains. The annual Modern Slavery Statement provides a comprehensive overview of our actions and strategies implemented to ensure ongoing improvement.

The Anti-slavery Commissioner raised one issue with the University during the financial year concerning a student of the University. It is unclear whether the Commissioner identified the issue as being a significant issue. The University provided appropriate financial and wellbeing support to the student.

Throughout the year, the University continued to work in partnership with the Australian Universities' Procurement Network, fostering the exchange of knowledge and collaborative initiatives to address and reduce risks across the sector.

The University conducted a risk analysis on our suppliers in 2023. This evaluation identified a list of potential high-risk suppliers and high spend suppliers; however, no instances of Modern Slavery were identified.

The analysis of our supply chain fortifies our procurement processes and upholds the highest standards of responsible sourcing, cultivating robust relationships with suppliers and fostering a network of partners who share the University's values and commitment to responsible business conduct.

The University developed supplier assessment questionnaires for existing and new suppliers, along with a supplier pre-qualification questionnaire for use prior to onboarding a new supplier. The implementation of these questionnaires in 2024 safeguard the University's operations and reinforce its commitment to ethical business practices.

A process was implemented to track and monitor high risk suppliers and industries that were identified through media sources, modern slavery and human rights organisations, newsletters, the Australian Universities Procurement Network, colleagues, and other tools and platforms.

Central to the process for tracking high risk suppliers is the creation of a carefully managed embargoed supplier register. This register identifies and catalogues suppliers whose business practices fall below the University's ethical standards. These measures extend beyond individual companies to encompass entire industries where heightened scrutiny is warranted.

An initiative has been launched to implement compulsory Modern Slavery training, aiming to increase awareness and equip staff with the tools to effectively mitigate potential instances of Modern Slavery across the organisation.

The University's Modern Slavery Working Group was established in 2023 and is a valuable resource for the University, fostering collaboration and knowledge exchange on initiatives to heighten awareness, identify and address risks, and provide advisory support to the executive on critical Modern Slavery matters. In pursuit of fostering a safe and inclusive environment for our diverse student body, the University is committed to addressing and mitigating risks of modern slavery within our international student cohort. The University's Modern Slavery Working Group provided a forum for discussion around the heightened vulnerability of our international students. These discussions identified that a more thorough assessment of International Recruitment Agencies was warranted to identify and mitigate potential risks.

MANAGEMENT AND ACCOUNTABILITY

Western Sydney University Freedom of Speech and Academic Freedom 2023 Attestation Statement

Western Sydney University maintains a governance framework to ensure a culture informed by 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 2023 there were a few matters which related to freedom of speech and/or academic freedom.

The first matter related to three instances of open forum discussion webinars available to all staff within the University and a statement released by the University's Board of Trustees in relation to the Voice to Parliament. These were not raised as complaints but were recorded by the University as matters relating to appropriate exercise of freedom of speech.

The second matter related to the University's response to the conflict in Gaza. This was not raised as a complaint but was noted by the University as an appropriate exercise of freedom of speech. The University sent a responding email to staff and students that acknowledged distress at the consequences of the ongoing conflict and condemned violence and prejudice of all kinds. This email reaffirmed the University's commitment to academic freedom and freedom of speech, the University's values, and the right for anyone within the University community to express solidarity with those affected by the conflict (within the terms of the shared values of the University). The University held a student and staff vigil at its Parramatta South campus for those affected by the conflict, reaffirming the University's values and commitment to freedom of speech.

The third matter was a complaint brought by a mining company against an academic staff member who appeared in the media discussing mining regulatory issues. The complaint was against the academic's rights to undertake external work in environmental science and to make public comment on this specialist area. The complaint was 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 remaining matters consisted of 16 complaints made against six individuals regarding the Charter of Academic Freedom, staff and/or student Code of Conduct and the Freedom of Speech Policy. In all cases, it was found that while comments made by the respondent pertaining to the complaint may be considered controversial and might cause offence, they were protected by the provisions noted above. One matter involved staff concerns about other staff using University systems to invite staff to attend political events. Another involved an external complaint challenging the veracity of the view expressed by a staff member on their private social media page that related to their area of academic expertise. There were several external complaints made against four students alleging that they had engaged in unlawful speech and breached the University's Student Code of Conduct. The students were each expressing a political view on their respective social media pages. All cases were managed in accordance with the University's Complaints Management Policy and with consideration given to the provisions of section 35 *Western Sydney University Act 1997* and the University's position on academic freedom and freedom of speech.

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.

MANAGEMENT AND ACCOUNTABILITY

Work Health and Safety

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
- Activities that engage staff and students to build purpose and achieve ambitions.

WHSW MANAGEMENT SYSTEM

The University has a continuous improvement plan for its occupational health and safety management system (WHSMS). The WHSMS comprises governance, procedures, guidelines and tools. The improvement plan sets University-wide objectives to support Western's safety performance. While Western Sydney University's WHSMS was originally designed to align with AU/NZ 4801 and OHSAS 18001 standards the University recognises the need to incorporate ISO 45001:2018 standards as part of a system continuous improvement. A Safety Management Plan has been developed that aligns with the ISO 45001 standards. This is a living document that continues to be developed and updated.

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

More than forty-five audits and inspections were undertaken in 2023. These covered a range of focus areas such as first aid, laboratories, chemical and radiation compliance. Areas inspected included teaching spaces, simulation rooms, storerooms, laboratory spaces and research facilities.

WHSW TRAINING AND COMPLIANCE

WHSW has maintained compliance across 15 laws and regulations and updated policies and internal operating procedures to reflect any changes required by regulatory bodies.

WHSW is dedicated to upholding the highest standards of legal compliance in accordance with WHS laws and regulations. As part of our commitment, we have reviewed and upheld 71 management control measures to ensure adherence to legal requirements. We have designed, developed and consulted on over 93 documents and records to align with these control measures.

WELLBEING

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

Awareness and general health activity undertaken across the year included:

- Influenza Vaccine Program: 539 staff were vaccinated on site and a further 255 received vaccine pharmacy vouchers
- Dry July
- RuOK Day
- 10,000 Steps Challenge: Staff and students
- Women's Health Week: Staff and students attended webinars on endometriosis, bowel screening, menopause at work and breast screening
- Safe Work Month: Staff attended online workshops on psychosocial legislation for leaders, psychosocial hazards for employees and building a psychologically healthy workplace
- Campus Shade Audit: 1,104 trees and green ground surfaces were measured to provide 68.7% coverage across the 317,800m² Kingswood campus.

WORK HEALTH AND SAFETY INCIDENTS

WSU had an estimated LTIFR (Lost Time Injury Frequency Rate) of 3.45 in 2023. This compares to the SafeWork Australia Tertiary Education and Training Industry Benchmark of 2.5 in 2023. A total of 315 incidents and hazards were reported in 2023. 35% of incidents involved staff, 54% involved students and 11% involved contractors and visitors. Two Provisional Improvement Notices (PINS) were received from SafeWork NSW. These were:

- Materials being stored in the gantry of Building Z that impeded safe operation of the forklift at the Kingswood campus. This material was removed
- A concern associated with a potential to exceed formaldehyde vapour/fume exposure standards whilst dissecting human cadaveric specimens. This resulted in the provision of suitable PPE and health surveillance which confirmed concentrations below stated exposure standards.

LTIFR estimated based on aPAY hours. For more details on LTIFR calculation see notes to this section.

Type	2021		2022		2023	
	No.	% of total	No.	% of total	No.	% of total
Staff	81	22%	110	30%	109	35%
Students	121	33%	141	39%	169	54%
Contractors	27	7%	10	3%	17	5%
Hazards/ Near Miss	118	32%	99	27%	20	6%
Other	19	5%	5	1%	0	0%
Total	366		315		390	

The most frequent mechanism of injury reported by staff was slips, trips and falls (27%); followed by psychological injuries (14%); and hitting objects with a part of the body (13%). Injuries involving students included slips, trips, and falls (15%); hitting objects with parts of the body (16%); and psychological injuries (5%).

Staff

Mechanism	2022		2023	
	No.	% of total	No.	% of total
Slip Trip Fall	24	22%	38	27%
Psychological	14	13%	20	14%
Hitting objects with a part of the body	12	11%	19	13%

Student

Mechanism	2022		2023	
	No.	% of total	No.	% of total
Slip Trip Fall	23	16%	26	15%
Psychological	15	11%	28	16%
Hitting objects with a part of the body	15	11%	9	5%

WORKERS COMPENSATION

The University has completed its fifth year in the NSW LPR Workers Compensation Scheme. There were 18 workers' compensation claims compared to 17 in 2022 and 13 in 2021.

	2021	2022	2023
Total Claims Cost	\$208,421.37	\$196,337.23	\$299,543.64
Average Cost per Claim	\$14,887.24	\$11,549.25	\$16,641.27
Total no. of new claims	13	17	18

The content for 2023 in the table above was generated by iCARE.

Notes

LTIFR had an assumed 20 LTIs. There was not enough information retained in aPAY, WesternNOW or at iCARE to determine which reported injuries incurred more than a single day lost in work. Therefore, while we know that not all Workers compensation claims incurred days lost, we included all 20 new workers compensation claims.

Hours worked was calculated using FTE for the University, College and Early Learning Services.

Average claims cost and Total Claims cost for 2021 and 2022 was identified as being too low considering the premium impact. However, calculating the numbers associated with these years needs to be performed by iCARE and wasn't yet available at time of reporting.

Workers Compensation

Please be aware that backdated incidents can affect previously reported data. In addition, previous stated years are at 31st December in respective years. The average cost per claim impacts previous years, as some claims remain open over several years.

Because of this, total claims costs (Net cost incurred) for 2021 and 2022 are not consistent with premium impacting calculations.

MANAGEMENT AND ACCOUNTABILITY

COMPLAINTS MANAGEMENT

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

The CRU received 866 matters across a range of categories including administrative, behavioural and academic decisions. Most matters were coordinated and managed by the CRU with some matters referred to other academic and administrative units of the University.

The Unit provided advice and support on complaint matters managed at the local level across the University and made recommendations for change on policies and processes informed by complaints.

SUSTAINABILITY

Workforce Diversity

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	2023
Women	50%	49%	50%	48%	49%	49%	49%	50%	50%	50%	50%	50%	51%	52%	51%
Aboriginal and Torres Strait Islander people	2%	1%	2%	2%	2%	3%	2%	2%	2%	2%	1%	1%	2%	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%	17%
People with a disability	N/A	8%	7%	8%	6%	7%	7%	8%	7%	8%	5%	4%	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%	1%

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

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Women	50%	66%	68%	67%	68%	67%	68%	67%	67%	67%	67%	68%	68%	68%	69%
Aboriginal and Torres Strait Islander people	3%	2%	3%	3%	4%	4%	3%	5%	4%	5%	3%	3%	3%	4%	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%	9%
People with a disability	N/A	10%	10%	9%	8%	7%	8%	7%	8%	7%	5%	5%	4%	3%	3%
People with a disability requiring adjustment at work	1.50%	3%	3%	3%	3%	2%	3%	2%	2%	2%	2%	2%	1%	3%	1%

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	2023
Women	100	85	83	87	85	88	90	89	89	89	92	94	93	91	93
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	89.2
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	115
People with a disability	100	90	87	88	86	86	103	97	95	97	98	98	95	93	98
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	93.4	N/A

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

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Women	100	90	89	89	90	92	90	91	91	91	91	92	92	93	93
Aboriginal and Torres Strait Islander people	100	103	97	98	95	95	98	90	92	90	89	92	92	78	82
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	100
People with a disability	100	101	98	100	103	103	101	102	101	102	101	103	107	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	N/A

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.

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.

REVIEW OF OPERATIONS

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

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There were no significant changes in the state of affairs of the University during the year.

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

Work continued on campus redevelopment as part of the Western Growth Program. Work progressed through 2023 and will continue in the future as the University continues to develop and invest in its campus network. The University also continued with the Transformation Program, a series of strategic projects aimed to place the University at the forefront of innovation.

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 2023 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 2023.

This report is made in accordance with a resolution of the Board of Trustees on 10 April 2024.

**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									5	6		
Ms Liz Brown			6	6								
Mr Matthew Burrows							5	6				
Mr Joseph Carrozzi AM	3	6	4	6								
Ms Natalia Centellas (nee Vukolova)	5	6							5	6		
Mr James Christian PSM	6	6									2	4
Ms Anastasia Clarke (Audit and Risk Committee term ended 10 April 2023)			2	2								
Mr Leslie Cowles (Board of Trustees term commenced 1 November 2023)	1	1										
Ms Elizabeth Dibbs	6	6	6	6	6	6						
Professor Barney Glover AO	6	6			6	6	5	6	6	6	3	4
Mr Matt Graham			6	6								
Mr Peter Graham							5	6				
Mr Michael Gration							5	6				
Ms Vicki Hartley									5	6		
Mr Simon Hickey	5	6					6	6				
Ms Louise Howard			5	6								
Ms Holly Kramer	4	6			2	6					4	4
Dr Amanda Larkin (commenced Audit and Risk Committee on 13 April 2023)	6	6	3	4								
Ms Georgia Lee	6	6					5	6				
Ms Karen Lonergan											2	4
Ms Maria MacNamara (term commenced 15 June 2023)							1	3				
Professor Robert Mailhammer (returned from ADP leave on 1 February 2023)	6	6										
Associate Professor Jennifer Mensch	4	6									4	4
Ms Julie-Anne Mizzi									6	6		
Ms Corin Moffatt									6	6		
Dr Linda O'Brien AM	6	6									3	4

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	
Dr Fiona Pacey (resigned from Board of Trustees 31 October 2023) (resigned from People and Culture Committee 31 October 2023)	5	5										3	3
Mr Darren Pereira									5	6			
Mr Lee Pinder	6	6			6	6	6	6					
Ms Coralie Properjohn (Board of Trustees term ended on 30 June 2023) (People and Culture Committee term ended on 30 June 2023)	3	3										1	2
Ms Payal Shah (Board of Trustees term commenced on 1 July 2023) (People and Culture Committee term commenced 4 August 2023)	2	3										2	2
Mr Bayan Sohailee (Board of Trustees term 1 January 2023 to 31 December 2023) (People and Culture Committee term commenced 23 February 2023)	4	6										2	3
Ms Kerry Stubbs	5	6			5	6			5	6			
Professor Jennifer Westacott AO	6	6			5	6							
Mr Jeff Whitton							3	6					
Professor Yixia (Sarah) Zhang (concluded Acting Chair of Academic Senate on 31 January 2023)	0	0											

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[#]

[#] In 2023, 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
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 Jennifer Westacott AO

APPENDIX 4

Student Data

TABLE 1: STUDENT HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2016	2017	2018	2019	2020	2021	2022	2023
DOMESTIC	39,638	38,869	41,352	41,330	41,331	41,629	38,965	36,941
INTERNATIONAL - OFF SHORE	380	404	232	249	446	794	967	1,527
INTERNATIONAL - ON SHORE	4,434	5,540	6,931	7,927	7,488	6,437	7,185	8,729
NO INFORMATION					1	14		
TOTAL	44,452	44,813	48,515	49,506	49,266	48,874	47,117	47,197

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

TABLE 2: COMMENCING HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2016	2017	2018	2019	2020	2021	2022	2023
DOMESTIC	15,095	14,263	15,907	14,593	14,524	13,965	13,124	14,397
INTERNATIONAL - OFF SHORE	177	160	89	139	282	428	479	883
INTERNATIONAL - ON SHORE	2,117	2,880	3,495	3,621	2,743	1,958	3,197	4,538
NO INFORMATION					1	11		
TOTAL	17,389	17,303	19,491	18,353	17,550	16,362	16,800	19,818

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

TABLE 3: STUDENT HEADCOUNT BY GENDER

GENDER	2016	2017	2018	2019	2020	2021	2022	2023
FEMALE	24,525	24,861	27,346	28,059	28,307	28,612	27,843	27,865
INDETERMINATE/INTERSEX/ UNSPECIFIED	5	9	3	7	13	30	55	59
MALE	19,922	19,943	21,166	21,440	20,946	20,232	19,219	19,273
TOTAL	44,452	44,813	48,515	49,506	49,266	48,874	47,117	47,197

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

TABLE 4: STUDENT HEADCOUNT BY COURSE LEVEL

COURSE LEVEL	2018		2019		2020		2021		2022		2023	
UNDERGRADUATE	38,855	80.1%	39,296	79.4%	39,753	80.7%	40,217	82.3%	38,090	80.8%	36,279	76.9%
OTHER*	2,015	4.2%	2,123	4.3%	1,694	3.4%	1,471	3.0%	1,523	3.2%	2,485	5.3%
HIGHER DEGREE BY RESEARCH	1,375	2.8%	1,444	2.9%	1,414	2.9%	1,324	2.7%	1,388	2.9%	1,366	2.9%
HIGHER DEGREE BY COURSEWORK	6,270	12.9%	6,643	13.4%	6,405	13.0%	5,862	12.0%	6,116	13.0%	7,067	15.0%
TOTAL	48,515	100.0%	49,506	100.0%	49,266	100.0%	48,874	100.0%	47,117	100.0%	47,197	100.0%

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

*Other includes enabling, non-award and cross institutional

TABLE 5: STUDENT HEADCOUNT BY BROAD FIELD OF EDUCATION

BROAD FIELD OF EDUCATION	2018		2019		2020		2021		2022		2023	
 SOCIETY AND CULTURE	13,110	27.0%	13,088	26.4%	13,170	26.7%	13,304	27.2%	12,574	26.7%	11,784	25.0%
NON-AWARD COURSE, BOTP OR OAU UNIT	161	0.3%	185	0.4%	159	0.3%	111	0.2%	145	0.3%	280	0.6%
 NATURAL AND PHYSICAL SCIENCES	3,734	7.7%	3,884	7.8%	3,745	7.6%	3,837	7.9%	3,720	7.9%	3,662	7.8%
 MIXED FIELD PROGRAMMES	811	1.7%	828	1.7%	382	0.8%	251	0.5%	172	0.4%	261	0.6%
 MANAGEMENT AND COMMERCE	8,284	17.1%	8,126	16.4%	7,809	15.9%	7,549	15.4%	7,246	15.4%	7,504	15.9%
 INFORMATION TECHNOLOGY	2,122	4.4%	2,231	4.5%	2,203	4.5%	2,052	4.2%	2,115	4.5%	2,250	4.8%
 HEALTH	9,763	20.1%	10,192	20.6%	10,741	21.8%	11,054	22.6%	10,934	23.2%	11,476	24.3%
 ENGINEERING AND RELATED TECHNOLOGIES	2,942	6.1%	3,218	6.5%	3,185	6.5%	2,881	5.9%	2,726	5.8%	2,566	5.4%
 EDUCATION	2,927	6.0%	2,743	5.5%	2,715	5.5%	2,653	5.4%	2,534	5.4%	2,530	5.4%
 CREATIVE ARTS	2,030	4.2%	2,112	4.3%	2,099	4.3%	2,089	4.3%	1,986	4.2%	1,912	4.1%
 ARCHITECTURE AND BUILDING	2,419	5.0%	2,704	5.5%	2,838	5.8%	2,938	6.0%	2,872	6.1%	2,934	6.2%
 AGRICULTURE, ENVIRONMENTAL AND RELATED STUDIES	212	0.4%	195	0.4%	220	0.4%	155	0.3%	93	0.2%	38	0.1%
 TOTAL	48,515	100.0%	49,506	100.0%	49,266	100.0%	48,874	100.0%	47,117	100.0%	47,197	100.0%

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

TABLE 6: STUDENT HEADCOUNT BY CAMPUS

CAMPUS	2018		2019		2020		2021		2022		2023	
 BANKSTOWN	6,854	14.1%	5,758	11.6%	5,310	10.8%	4,872	10.0%	4,320	9.2%	4,192	8.9%
 CAMPBELLTOWN	6,615	13.6%	6,674	13.5%	6,720	13.6%	7,150	14.6%	7,038	14.9%	6,850	14.5%
 HAWKESBURY	2,617	5.4%	2,633	5.3%	2,526	5.1%	2,483	5.1%	2,192	4.7%	1,934	4.1%
 LITHGOW	23	0.0%										
 LIVERPOOL	878	1.8%	1,802	3.6%	2,144	4.4%	2,297	4.7%	2,124	4.5%	1,795	3.8%
 MELBOURNE											102	0.2%
 NIRIMBA	2,266	4.7%	2,340	4.7%	2,219	4.5%	1,758	3.6%	1,362	2.9%	1,229	2.6%
 ONLINE	1,823	3.8%	1,731	3.5%	2,774	5.6%	2,918	6.0%	3,396	7.2%	4,216	8.9%
 OTHER*	425	0.9%	706	1.4%	702	1.4%	901	1.8%	1,063	2.3%	1,659	3.5%
 PARRAMATTA	12,375	25.5%	13,397	27.1%	13,725	27.9%	14,117	28.9%	13,993	29.7%	13,790	29.2%
 PARRAMATTA CBD	6,378	13.1%	6,571	13.3%	5,787	11.7%	5,415	11.1%	5,348	11.3%	5,487	11.6%
 PENRITH	7,193	14.8%	6,332	12.8%	5,677	11.5%	5,466	11.2%	4,911	10.4%	4,396	9.3%
 SYDNEY CITY	1,068	2.2%	1,562	3.2%	1,682	3.4%	1,497	3.1%	1,373	2.9%	1,558	3.3%
 WESTMEAD											9	0.0%
 TOTAL	48,515	100.0%	49,506	100.0%	49,266	100.0%	48,874	100.0%	47,117	100.0%	47,197	100.0%

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

*Other includes External, Off Shore and Other

APPENDIX 4

Student Data

TABLE 7: STUDENT LOW SES*

YEAR	WSU	SECTOR**
2018	30.2	18.9
2019	30.1	19.0
2020	30.5	18.9
2021	30.5	17.9
2022	29.7	17.5
2023	29.3	17.4

Source: <https://www.education.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

FUNDING SOURCE	2018		2019		2020		2021		2022		2023	
COMMONWEALTH GRANTS SCHEME	28,558	80.0%	28,527	77.6%	28,699	78.4%	28,812	80.1%	26,026	77.6%	24,227	72.8%
COMMONWEALTH RESEARCH TRAINING PROGRAM / SCHEME	600	1.7%	636	1.7%	615	1.7%	567	1.6%	733	2.2%	506	1.5%
DOMESTIC FEE-PAYING	840	2.4%	979	2.7%	977	2.7%	1,030	2.9%	922	2.7%	1,194	3.6%
INTERNATIONAL OFF-SHORE	69	0.2%	95	0.3%	148	0.4%	413	1.1%	549	1.6%	878	2.6%
INTERNATIONAL ON-SHORE	5,508	15.4%	6,384	17.4%	6,021	16.5%	5,044	14%	5,229	15.6%	6,329	19.0%
NON-AWARD AND OTHER	141	0.4%	143	0.4%	132	0.4%	98	0.3%	84	0.3%	158	0.5%
TOTAL	35,716	100.0%	36,764	100.0%	36,592	100.0%	35,965	100.0%	33,542	100.0%	33,292	100.0%

EFTSL = Equivalent Full Time Student Load

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

TABLE 9: COMMENCING UNDERGRADUATE RETENTION

YEAR	WSU	SECTOR*
2017 - 18	80.8	81.5
2018 - 19	77.7	81.7
2019 - 20	78.9	81.7
2020 - 21	78.3	82.8
2021 - 22	75.9	81.6
2022 - 23	69.9	n.a.
2023	n.a.	n.a.

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

*Table A Providers only

TABLE 10: STUDENT EXPERIENCE SURVEY % UNDERGRADUATE SATISFACTION

	PEER ENGAGEMENT		SKILLS DEVELOPMENT		TEACHING QUALITY AND ENGAGEMENT		OVERALL EXPERIENCE	
	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR
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%	47.9%	79.6%	79.1%	77.4%	79.2%	69.4%	73.0%
2022	56.9%	54.6%	81.0%	80.3%	80.1%	79.9%	76.1%	75.7%
2023	61.3%	n.a.	81.7%	n.a.	77.1%	n.a.	73.7%	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)

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