



## Welcome and Overview

**Susan Hudson**  
Executive Director, Human Resources

**Today's event is being held across the lands of many different Indigenous Australian Nations. I acknowledge the ancestors of these nations who have occupied these spaces for tens of thousands of years. I also acknowledge and pay my respect to Elders past and present, and to all Indigenous Australian people in the room listening today.**

Professor Michelle Trudgett  
Pro Vice-Chancellor Aboriginal and Torres Strait Islander  
Education, Strategy and Consultation

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**OUR NEW NORMAL**



## **Vice-Chancellor Opening Address**

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

# WESTERN

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## Western and COVID-19: update

**Michael Burgess**  
Chief Student Experience Officer

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### Not very long ago... Return to campus stages as at 1 September, 20

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	Stage 1 To 17 July	Stage 2 20 Jul to 4 Sep (Spring)	Stage 3 7 Sep to 13 Nov (Spring)	Stage 4 30 Nov to 21 Feb (Summer)	
<b>A</b> <b>c</b> <b>t</b> <b>i</b> <b>v</b> <b>i</b> <b>t</b> <b>i</b> <b>e</b> <b>s</b>	<b>Teaching &amp; Learning</b>	Limited essential prac completion (15 units)	All essential pracs (up to 20% of students) Essential content engagement	Increased pracs (up to 30% of students) Increased content engagement (up to 25% students) Commencing international students on-campus	All relevant pracs on campus New normal content delivery & engagement on campus
	<b>Research</b>	Essential lab research (CRF/TSS staff only) HDR's – restricted locations Local field work	Essential lab research HDR's - restricted locations Testing spaces – limited** Local & essential interstate fieldwork*	Lab research (novice users increasingly) HDR's – increased locations Limited research & HDR events GRS & RS (up to 25% HDRs) Local and interstate field work*	GRS & research services Research events, symposia & conferences Local and interstate field work
	<b>Services</b>	Closure of all non-essential services	Closure of all non-essential services Libraries open – normal hours	Gradual opening of services Libraries open – normal hours	Full resumption of services
	<b>Clinics</b>	Largely closed	Gradual opening for essential needs	Increased opening	Full resumption
	<b>Community events</b>	No events	Gradual opening of approved events	Increased opening	Full resumption of new normal events
<b>S</b> <b>t</b> <b>a</b> <b>f</b>	<b>Academic</b>	Essential staff only	Up to 25%	Up to 50%	Largely back on campus (up to 75%)
	<b>Professional (divisions &amp; schools)</b>	Essential staff only	Essential staff only	Essential staff for increased services (up to 25%)	Largely back on campus (up to 75% of staff)
	<b>HDR's</b>	Essential only	Up to 25%	Up to 50%	All relevant
<b>Campuses</b>	Largely locked down Very limited amenities	Restricted access - limited areas Very limited amenities	Restricted access - limited areas Opening of some amenities	Campuses mostly open as required	

Essential = required on-campus to enable adequate delivery of function (i.e. can't be undertaken remotely)

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## Where to from here?

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		Stage 4 Summer (30 Nov, 20)	Stage 5 Autumn 2021 (1 Mar, 21)
Activities	Teaching & Learning	Essential pracs ? Content engagement %?	All pracs and content engagement? Remote/face to face ratios? International student commencing numbers and modality?
	Research	Essential lab research? HDR's – location access? Testing space access? Local & essential interstate fieldwork?	Lab research (novice users increasingly) HDR's – Increased locations Limited research & HDR events GRS & RS (up to 25% HDRs) Local and interstate field work*
	Services	Closure of all non-essential services?	Which services? Modality?
	Clinics	Proportion open?	All open? Modality?
	Community events	Proportion open?	Full opening? Changes?
Staff	Academic	Proportion?	Proportion and modality?
	Professional (divisions & schools)	Proportion of staff?	Proportion and modality?
	HDR's	Proportion?	Proportion?
	Campuses	Degree of access? Services?	Access and services? Modality. Utilisation?

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# Things won't be the same again

## The sector

- **Universities thinking and behaving differently**
- **Students thinking and behaving differently**
- **Governments expectations have changed**
- **Competitors seizing the opportunity**

# Things can't be the same again

- **The genie is out of the bottle**
- **Make this BAU – don't regress**
- **Be focused and disciplined**
- **The virus isn't the only unseen enemy**

# We have the potential to do just about anything

- **Reset expectations**
- **Deliver with scale and velocity**
- **Focus on what's important and discarded what's not**
- **Respond to the true risk**
- **Be agile - make mistakes, learn and move on**

# Some considerations

- **The future of work**
- **Efficient delivery**
- **Exceptional experience**
- **Why Western?**

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## Work Health Safety and Wellbeing Activity

**Susan Hudson**  
**Executive Director, Human Resources**



**COMMUNICATION.  
CHANGE. CARE.  
CONNECTION.**

## WHAT WE DO

- ❖ Training and advice on duty of care and due diligence
- ❖ Facilitate Mandatory WHS training
- ❖ Information on safety performance data
- ❖ Proactive initiatives for prevention of incidents
- ❖ Facilitate WHS & Wellbeing communication and consultation
- ❖ Provide responses & liaise with regulatory bodies including SafeWork & SIRA
- ❖ Facilitate Operational Risk Assessments
- ❖ Work related and pre-existing injury management
- ❖ Worker's compensation and return to work
- ❖ Ergonomic Assessments
- ❖ Wellbeing initiatives, scheduling and promotion
- ❖ Flu Vaccinations
- ❖ Safety in laboratories – biological, chemical and radiation
- ❖ EAP facilitation and promotion
- ❖ Health monitoring
- ❖ Incident management

## HOW WE CAN HELP YOU

- ❖ WHSW for managers and supervisor's in relation to safety and due diligence.
- ❖ Consultation and assistance around all aspects of Risk Assessment.
- ❖ Coordination of staff related physical and psychological injuries and worker's compensation claims.
- ❖ Ergonomic assessment on workstations and manual handling assessments.
- ❖ Creation and implementation of Wellbeing strategies and events including health prevention, promotion and safety.
- ❖ Coordination of flu vaccinations to staff.
- ❖ Safety monitoring and compliance of laboratories.
- ❖ Provide training in areas of biosafety, hazardous chemical awareness, emergency warden, risk assessment and first aid.
- ❖ Employee Assistance Program information, contacts, referrals and programs.
- ❖ Assistance, investigation, monitoring and resolution of incidents and how to fill out the incident report form.



## WHS&WELLBEING SUPPORT DURING COVID-19

2020	EMAIL INBOUND	EMAIL OUTBOUND	CALLS INBOUND	CALLS OUTBOUND
MARCH	8,696	5,826	1,214	1,154
APRIL	19,090	10,406	1,634	1,174
MAY	17,275	9,995	1,287	1,125
JUNE	17,158	8,830	891	803
JULY	24,890	11,284	1,113	1,004
<b>TOTAL</b>	<b>87,109</b>	<b>46,341</b>	<b>6,139</b>	<b>5,260</b>

## SUPPORTING YOUR MENTAL HEALTH AND WELLBEING

The WHS & Wellbeing unit hosted training workshops and mental health and wellbeing focused programs which have resulted in a 50% increase in attendance/participation when compared to last year. The strategic focus has been on the following topics: Looking after yourself during COVID-19 with an expert panel from NICM, Domestic Violence Training, Link between Food and Mood, Financial Planning Webinar participants, staying calm and connected throughout COVID, Managing Fatigue and Burnout

Links and self help information will be provided after the conference by WHS & Wellbeing.

## WHS&WELLBEING SUPPORT DURING COVID-19

- ❖ Whilst maintaining core business activities, the WHS & Wellbeing Unit has also responded to COVID-19 since the 23 January 2020. This includes:
  - ❖ Case management and support of over 1,000 members of the University community who reported illness and who have undergone testing for COVID-19, this support extended to those working and studying from home.
  - ❖ Reviewed over 8,000 campus access forms to date.
  - ❖ Have received and responded to over 88,000 emails from the University community.
  - ❖ The WHS & Wellbeing Unit providing four students with placement opportunities.
  - ❖ 100 return to campus risk assessment.
  - ❖ Personal Risk Assessments for Vulnerable Staff
  - ❖ COVID-19 Mandatory Training completion rate is currently at 98% for the University.





## COMING UP

### RUOK? DAY!

RUOK? - Is a call to action in the prevention of suicide. WHS&Wellbeing will promote RUOK not just one day but throughout the year. 2020 has presented unique challenges to our way of living, our health, security and wellbeing. There is no better time for us to reach out to those around us, to keep connected, strengthen community and show that we care.

EAP have a pre-recorded half hour webinar for staff to watch together on RUOK day. This can be accessed via the WHS&Wellbeing website.



## RESOURCES AND ASSISTANCE VIDEOS

HYGIENE CLIP – Kris Ambrose



[https://youtu.be/71FBDwC\\_RU](https://youtu.be/71FBDwC_RU)

WORKING FROM HOME – Jess Nour



<https://youtu.be/R9oeC3E07FY>

WASH YOUR HANDS - YouTube



<https://youtu.be/Hu2FyX04kE>

NECK AND SHOULDER – Matt Barsoum



[https://youtu.be/Ht\\_2nO4bweE](https://youtu.be/Ht_2nO4bweE)

MOVEMENT BREAKS – Matt Barsoum



[https://youtu.be/kuXTEJMR\\_DIA](https://youtu.be/kuXTEJMR_DIA)

POSTURE - BUTTERFLY – Matt Barsoum












[https://youtu.be/ZDp1WNY1\\_et](https://youtu.be/ZDp1WNY1_et)

## LINKS TO YAMMER RESOURCES

Focus Area	Links
Wellbeing	<a href="#">Sleep hygiene</a>
Wellbeing	<a href="#">EAP</a>
Wellbeing	<a href="#">The life changing magic of saying Thank You</a>
Wellbeing	<a href="#">R U Still Ok?</a>
Wellbeing	<a href="#">RUOK Day 2020</a>
Wellbeing	<a href="#">Domestic and Family Violence Training</a>
Wellbeing	<a href="#">Looking after yourself during COVID-19 self care and wellbeing</a>
Wellbeing	<a href="#">Self Care Choice Board (forward from Carolyn Ee)</a>
Wellbeing	<a href="#">Staying connected during COVID-19</a>
Wellbeing	<a href="#">Stress Awareness and Building Resilience Pre-recorded Webinar</a>
Wellbeing	<a href="#">Why you should consider going dry this July Webinar</a>
Wellbeing	<a href="#">Preventing Burnout - 14 July 9:30am - 11am via Zoom</a>
Wellbeing	<a href="#">Staying well during and after cancer treatment: use of complementary therapies</a>
Wellbeing	<a href="#">World Day for Safety and Health at Work and Workers' Memorial Day</a>
Ergonomics	<a href="#">Ergonomic Tips</a>
Ergonomics	<a href="#">Tips on how to set-up your mouse and keyboard</a>
Working from home	<a href="#">Working from home set-up</a>
Hygiene	<a href="#">Hand washing</a>
Hygiene	<a href="#">Cough etiquette</a>
Hygiene	<a href="#">Hand Hygiene</a>
Hygiene	<a href="#">Stop the spread</a>
Injury prevention	<a href="#">Chair falls</a>
Injury prevention	<a href="#">Electrical Safety</a>
Team profile	<a href="#">60 seconds with Work Health, Safety and Wellbeing</a>
COVID-19 specific resources	<a href="#">Accessing correct information</a>



		<h2>CONTACT US</h2> <p><b>ASSOCIATE DIRECTOR</b>  <b>Jules Smalley</b>            02 9752 5177  <a href="mailto:j.smalley@westernsydney.edu.au">j.smalley@westernsydney.edu.au</a></p> <p><b>WHS TECHNICAL COORDINATOR, LABORATORIES</b>  <b>Kris Ambrose</b>            02 9685 9959  <a href="mailto:k.ambrose@westernsydney.edu.au">k.ambrose@westernsydney.edu.au</a></p> <p><b>INJURY MANAGEMENT COORDINATOR</b>  <b>Jessica Nour</b>            02 9852 5179  <a href="mailto:j.nour@westernsydney.edu.au">j.nour@westernsydney.edu.au</a></p> <p><b>WORK HEALTH, SAFETY AND WELLBEING OFFICER</b>  <b>Matthew Barsoum</b>            02 9852 5180  <a href="mailto:m.barsoum@westernsydney.edu.au">m.barsoum@westernsydney.edu.au</a></p> <p><b>WORK HEALTH, SAFETY AND WELLBEING SUPPORT OFFICER</b>  <b>Dearne Richards</b>            02 9852 5154  <a href="mailto:dearne.richards@westernsydney.edu.au">dearne.richards@westernsydney.edu.au</a></p> <p><b>WORK HEALTH, SAFETY AND WELLBEING SUPPORT OFFICER</b>  <b>Renaë Dean</b>  <a href="mailto:renae.dean@westernsydney.edu.au">renae.dean@westernsydney.edu.au</a></p> <p><a href="mailto:whs@westernsydney.edu.au">whs@westernsydney.edu.au</a>  <a href="http://westernsydney.edu.au/whs">westernsydney.edu.au/whs</a></p> 
		
		

<h1>WESTERN</h1> <h2>OUR NEW NORMAL</h2>		
<h2>Update from Senior Executive Group</h2> <p><b>Facilitator: Susan Hudson, Executive Director, Human Resources</b></p> <ul style="list-style-type: none"> <li><b>*Professor Denise Kirkpatrick, Senior Deputy Vice-Chancellor</b></li> <li><b>*Professor Deborah Sweeney, Deputy Vice-Chancellor and Vice-President, Research, Enterprise and International</b></li> <li><b>*Professor Simon Barrie, Deputy Vice-Chancellor and Vice-President, Academic</b></li> <li><b>*Mr Angelo Kourtis, Vice-President, People and Advancement</b></li> <li><b>*Ms Carol Simpson, Director, Office of Strategy, Business Development and Procurement for the Vice-President, Finance and Resources</b></li> </ul>		
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## Update from Senior Executive Group

**Professor Denise Kirkpatrick**  
Senior Deputy Vice-Chancellor

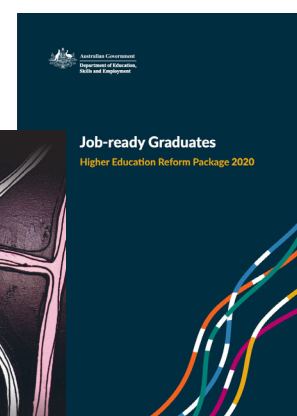
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### 2020 | Office of the Senior Deputy Vice-Chancellor

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- **COVID-19**  
*response and recovery*
- **Changes to the Academic Structure**  
*clusters, discipline leads, new Schools*
- **Policy and Review**  
*Freedom of Speech; Academic Code of Conduct*
- **Strategy**  
*Indigenous Plan*  
*Sustaining Success*
- **Job-ready Graduates**
- **School support**  
*casual staffing*
- **Educational Partnerships**  
*Navitas*  
*CSU Joint Program in Medicine*



- **Recovery**
- **Supporting Change**
  - Future Directions*
  - School support*
- **Opportunities**
  - Process and practice sharing to extend efficiencies*
- **Implementation**
  - Sustaining Success*

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## Update from Senior Executive Group

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

## Research Services: January –June 2020



### Grants Services

113 ARC grants submitted  
23 SRIs Australian Society, History and Culture grants submitted

**5 successful ARC Linkage Projects, 3 Western led**

### Business Services

97 projects total value \$9.05m

**Total YTD external research income \$26.1m**

### Ethics and Integrity

157 COVID-19 specific amendments  
682 amendments (vs 523 in H1 2019)  
243 new applications

### Graduate Research School

1291 Research Continuity Plans developed and reviewed

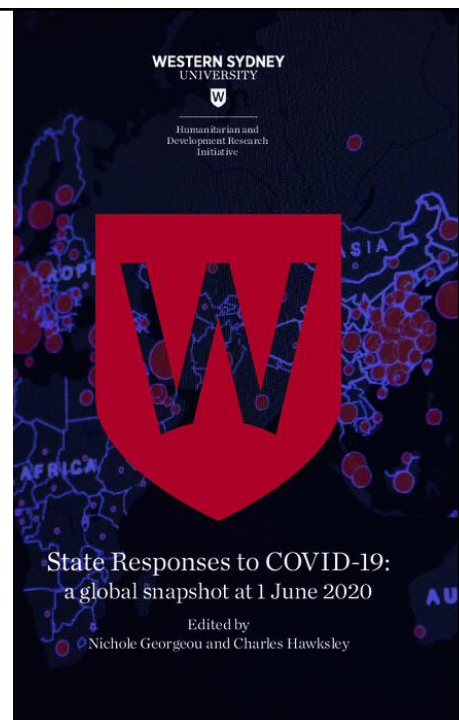
943 HDR candidates engaged in online workshops

Early Release Student Management System, HDR Recruit for admissions

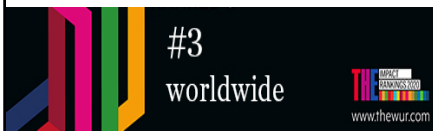
21 applications for scholarship extensions (16 COVID related and 5 non-COVID related)

## COVID-19 Research Response

- *Biomedical*
- *Public Health & Epidemiology*
- *Health Communications*
- *Supporting Vulnerable Communities*
- *Economic Impacts and Recovery Strategies*
- *Global Health*



## Continuing ... Research Excellence



**Focus our Scope – existing and emerging strengths**

Differentiate WSU focusing on our niche areas and cross-disciplinary strengths

Multi and trans-disciplinary approaches eg align STEM and HASS

Support critical mass through discipline leaders, theme champions, cross cluster events, information sharing platforms

### ENTERPRISE PRECINCT ACTIVATION

- Programs to drive strategic partnering for regional innovation
- Coordinated engagement with industry, government and community to create opportunities for our staff and students

Initial domains:

- **Western 4.0 (Advanced Manufacturing)** aligned to Parramatta Engineering Innovation Hub, Bankstown Factory of the Future, WS Aerotropolis and Werrington Future Technologies Centre
- **Urban Transformations** aligned to Penrith Precinct Sustainable Innovation Community including TAFE Construction Hub, Parramatta Engineering Innovation Hub



# International: *Road to Recovery*



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## Update from Senior Executive Group

**Professor Simon Barrie**  
Deputy Vice-Chancellor and Vice-President, Academic

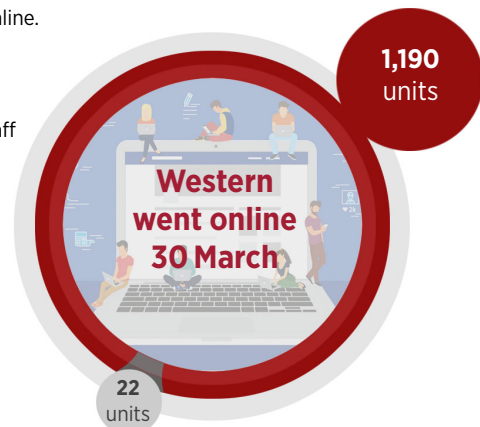
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## A rapid response to COVID-19

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- **Rapid transition to online teaching:** 1,190 units transitioned online. Assured TEQSA & Accreditation compliance
- **Professional staff support:** The transition would not have been possible without the support of our agile and dedicated professional staff
- **Professional development:** 120 workshops, 1,939 participants, 7,933 user accesses, 4,637 yammer posts
- **Technology-enhanced learning support:** 197% increase use of WOS studios, 95% increase in vUWS jobs logged
- **Learning support:** 50% increase in the use of online library services, 17% increase in the use of Study Smart Online, PASS logged 13,857 contact hours
- **Engagement with technology:** Added 94K digital content items to vUWS, 40x increase in the use of Zoom, 13x increase in the use of Blackboard Collaborate Ultra, 31x increase in the amount of student time accessing these features, Q1 = 1.78M logins, Q2 = 4M logins



129,568 Enrolments  
16,412.8 EFTSL

32

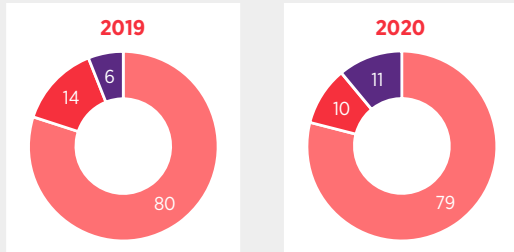


## Did our students learn?

### PASSING GRADES (UG/PG)

Percent

■ Total passing grades  
■ Total failing grades  
■ Total incomplete grades



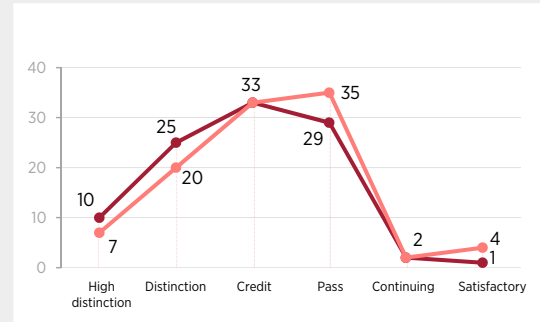
### HEADLINES

A slight decrease in fail grades and a small increase in distinction and high distinction grades

### GRADE DISTRIBUTION (UG/PG)

Percent

— 2019  
— 2020

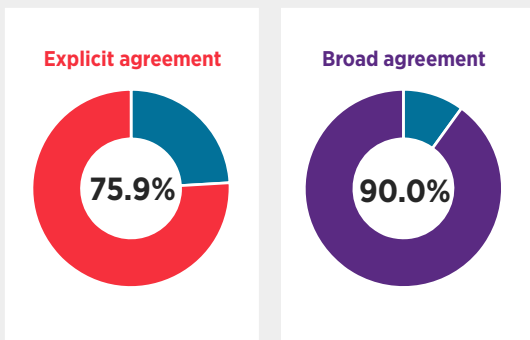


This 2020 data is before all pending results (9%) are converted to grades

## What was the learning experience like?

### STUDENT FEEDBACK—UNIT OVERALL SATISFACTION

Autumn 2020



### HEADLINES

- **Overall satisfaction improved** +1.5% on 2019 Autumn (explicit agreement)
- **Overall satisfaction stable** on 2019 Autumn (broad agreement)
- **Some increases** in sub-scales (including Learning Materials and Assessment)
- **Some decreases** in sub-scales (including Groupwork)
- **Variability in quality between units**
- **Schools with substantial practical components often** saw a reduction in levels of student satisfaction in areas of Activities, Groupwork, Technology and Workload

## Changed the way we did exams

**58%** reduction in **exams sittings**

(Autumn 2019 to Autumn 2020)

**52%** reduction in number of **invigilated** exams

(Autumn 2019 to Autumn 2020)

**But . . . 50%** of Australian universities had **no exams**

### ONLINE EXAMINATION TASKFORCE

TASK FORCE	EXAM BUILD	EXAM SETUP	EXAM SUPPORT	TOTAL HOURS
<b>39</b> members	<b>4,370</b> hours	<b>942</b> hours	<b>1,515</b> hours	<b>6,827</b> hours

### HEADLINES

- **81%** of students completed the **demo exam**
- **80%** of students had the **right equipment and technology** to take their exam
- **38 students** applied for **loan laptops**
- **791 AIP students**, 189 exams adjusted
- **Blackboard Award**. Congratulations!
- **Students expressed concerns** about privacy, data security, data sharing, remote access by ProctorU
- **5,928** signed the **change.org petition**
- **4253 incidents** to investigate

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## Return to campus staging—teaching and learning

### Stage 2

(current)

- 20 July to 4 September
- Essential Practicals, Essential Content Engagement Activities
- 7,338 students will return to campus for at least one on-campus activity

### Stage 3

- 7 September to 13 November
- Increase in number of practicals and content engagement activities, student events
- 11,722 students will return to campus for at least one on-campus activity

### Stage 4

- 16 November into 21 February 2021
- Content engagement and practicals return to campus, leverage digital assets and new hybrid-flexible delivery
- Increase % of students on campus for Summer Sessions (A/B)

5

## Building on innovation to ensure future resilience

### Reimagining assessment

10% of the usual volume of invigilated exam sittings in Spring  
Develop Alternative Assessments—authentic with academic integrity—more support for staff

### Recognise staff contributions to the COVID T&L response

100 new Advance HE Fellow applications, VC T&L awards  
COVID response focus, DVC(A) COVID-T&L commendations

### Build on excellence and ensure quality

Peer (online) review schemes, 21C Peer Review Champions  
new Hy/Flex network & teaching and curriculum resources, celebrate and share excellence

### Keep the best and plan for future resilience

Hybrid/Flexible Design  
Support innovation—new T&L support schemes

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## HyFlex and 21C

### Developing Hybrid Flexible (HyFlex) curriculum and pedagogy

- Could our courses be accessible to all our students regardless of their location off or on (any) campus?
- Could we design learning activities which are offered in-person, synchronously online, and asynchronously online and students could decide on (or be scheduled for) different modes of participation?

### Continue the pivot of 21C

- New efficient and relevant curriculum to leverage new architectures, new systems
- Extend partnership pedagogy and Hy/Flex for new opportunities
- New 2020 Curiosity Pods:
  - Unpacking COVID-19: From Cuisine to Quarantine
  - Ctrl Alt Shift Identity
  - Tactical Urbanism: The Green Space Revolution
  - Work/Study/Relate/Society: Practices for Resilient Living

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**WESTERN**  
**OUR NEW NORMAL**



## Update from Senior Executive Group

**Mr Angelo Kourtis**  
**Vice-President, People and Advancement**

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**PEOPLE & ADVANCEMENT DIVISION**

**WESTERN SYDNEY**  
**UNIVERSITY**



# STUDENT EXPERIENCE

WESTERN SYDNEY  
UNIVERSITY

## WESTERN SUCCESS & STUDENT SUPPORT:

- 3,874 students contacted
- +70% required assistance

## STUDENT ASSISTANCE FUND:

- \$906,062 staff and University donations
- \$1,596,980 disbursed
- 1,791 students supported.

## Navigating COVID-19:

- Case management and support of over 1,000 members of the University community who reported illness and who have undergone testing for COVID-19

# DIGITAL EXPERIENCES

## OPEN DAY:

- 8,600+ unique visitors,
- course live chats, virtual campus tours and video streaming of facilities and student life

## VIRTUAL GRADUATIONS:

- webinars & virtual keynote address,
- alumni panel sessions, LinkedIn Badges
- ALPHA industry playlists

## FLIPPED SSAF PROGRAMS

- Alpha Employability Application
- Virtual Soup Kitchens and cooking classes
- Virtual WESTERN Life for clubs and societies

# ACCELERATING ACTION

## TRUE REWARD:

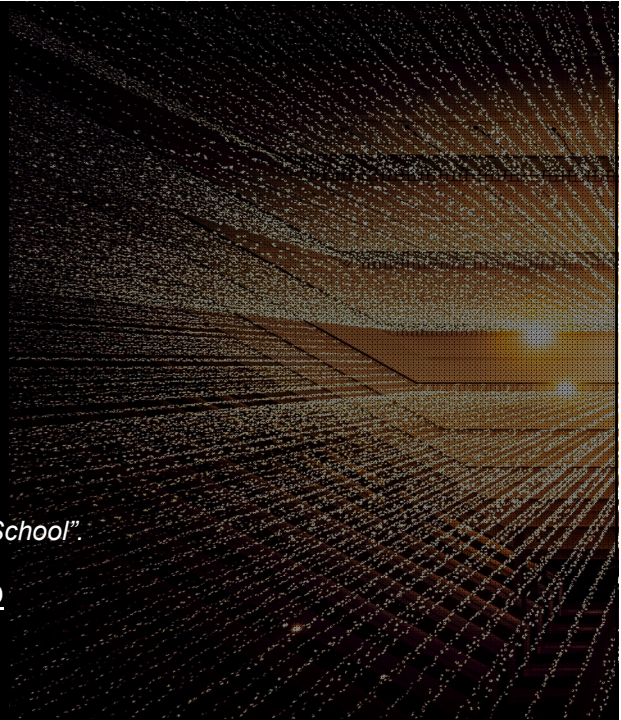
- 9,734 HSC applicants to date.
- 27.1% higher than total pool of 2019 applicants.

## ALPHA EMPLOYABILITY:

- 3,129 users,
- 17,254 activities completed.
- Top activity *"Myth Busting - University vs High School"*.

## REAL TIME DATA & INSIGHTS IN A FRACTURED ENVIRONMENT:

- Insights dashboard;
- ESM



**WESTERN**  
OUR NEW NORMAL



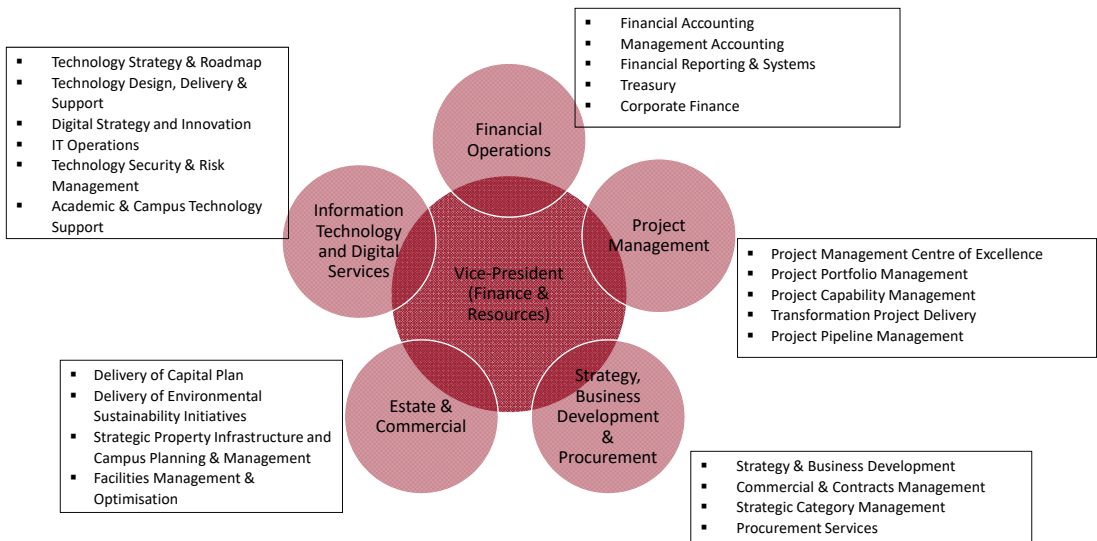
## Update from Senior Executive Group

**Ms Carol Simpson**  
Director, Office of Strategy, Business Development and Procurement  
for the Vice-President, Finance and Resources

# DIVISION OF FINANCE & RESOURCES

**CAROL SIMPSON**  
 DIRECTOR OF STRATEGY, BUSINESS DEVELOPMENT & PROCUREMENT

## Our Functions



# Our Business Operations

**350**

STAFF

**1,872**

HECTARES

**\$2.3B**

VALUE OF ASSETS  
MANAGED

**550+**

BUILDINGS  
MANAGED

**15,758**

INDIVIDUAL ROOMS

**69,064**

AP INVOICES PROCESSED  
IN 2019

**432k**

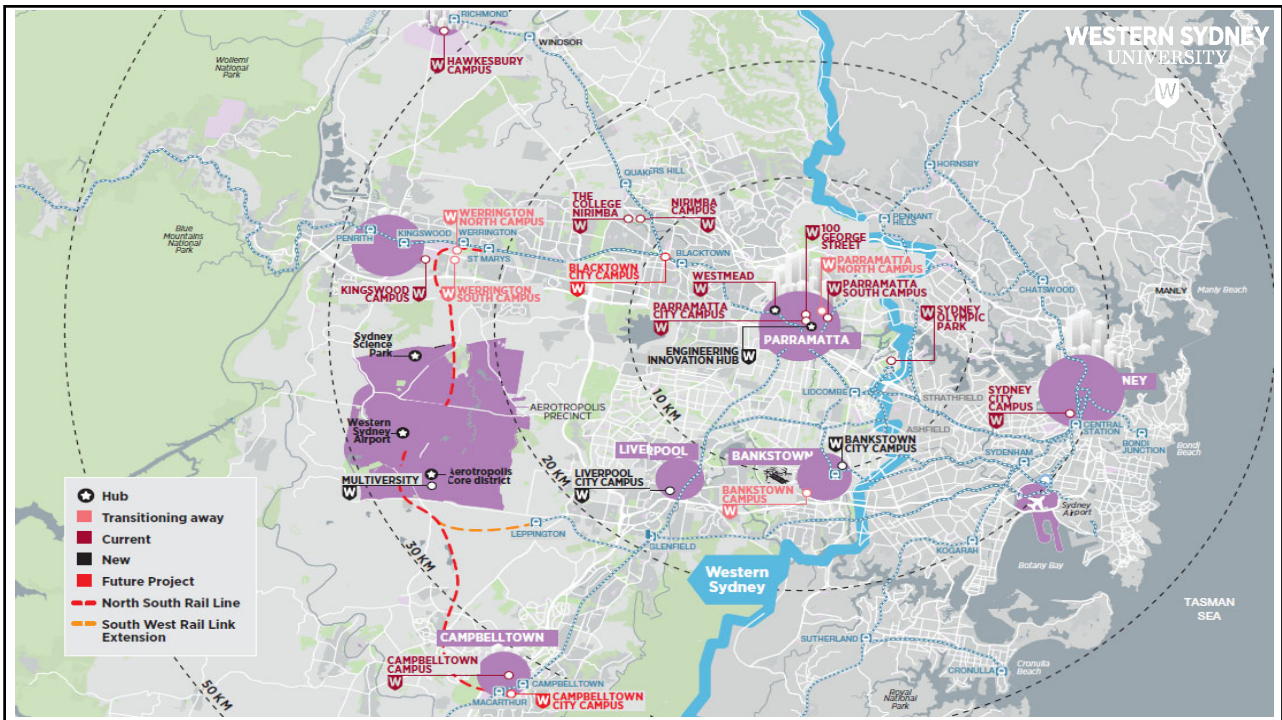
M<sup>2</sup> OF GROSS FLOOR AREA MANAGED

**\$458.4M**

FUNDS UNDER MANAGEMENT

**18k+**

LEASED IT ASSETS





## Transformational Programs

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- **Student Management System**
  - Transforming and automating the way that we service students
  - Live May 2021
- **Enterprise Management System**
  - Transforming and automating our core processes
  - HR - Oct 2020
  - Strategic Procurement - Nov 2020
  - Student Experience Office, Office of Marketing and Communications, Division of Academic - Q1 2021
- **Research Management System**
- **Western Growth Strategy**

## Western Growth Strategy

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***A large scale transformational program...to provide the highest quality learning opportunities and world class research through:***

- ✓ ***Revitalising our campus network between peri urban and CBD locations***
- ✓ ***Technology enabled teaching, learning and research spaces***
- ✓ ***Repurposing underutilised assets to shore up financial resilience***
- ✓ ***Catalyst for regional development of sustainable, innovative place based communities***

### **Our Program**

- Bankstown City Campus
- Engineering Innovation Hub, Parramatta
- Westmead Innovation Quarter
- Werrington Retail Centre (Caddens)
- Hawkesbury Agri-park Precinct
- Penrith Precinct: Sustainable Innovation Community
- Werrington Estate Redevelopment
- Macarthur Medical Research Facility
- Liverpool (Stage 2)
- Multiversity, Aerotropolis
- Peri-Urban Greenhouse
- Milperra Campus (Repurposing)
- Parramatta North Development
- Macarthur Heights stages 1 – 5, Campbelltown
- Stage 6 redevelopment, Campbelltown

# Bankstown City Campus

Opening – Q4 2021



# Engineering Innovation Hub

Opening – late 2021



## Westmead (Lot 2)

Opening – Q1 2022



## Caddens Retail Centre

Opening – Nov 2020



## Macarthur Medical Research Centre



## Liverpool (Stage 2)



# WESTERN

OUR NEW NORMAL



## Update from Senior Executive Group

### Questions?

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## Our Sponsors



