

ACADEMIC SENATE

WORK PLAN – Update at February 2020

Academic Senate Priorities for 2020

- *Continued support for the work for the recommendations from TEQSA Re-accreditation.*
- *Support enhancements to the student experience through coursework and higher-degree research.*
- *Promote a culture of student academic honesty and integrity, support enhancements to interventions of contract cheating.*
- *Engage with the 21st C Project, including research dimensions of curriculum and micro-credentialing.*
- *Engage with the transition and retention projects of Western Sydney University.*

Additional Notes

- *This Work Plan should be taken together with the Work Plans for Senate Education Committee, Senate Assessment Committee, Research Committee and Research Studies Committee and the 2020 Priorities for the Academic Policies Advisory Group (APAG).*
- *See 1.2, 2.5, 2.7 and 2.8 for references to the University's Strategic Risk Register [updated in February 2020].*
- *See 1.5, 2.5, 2.7, 3.5 and 5.7 for Securing Success 2018-2020 Dashboard Indicators [updated in February 2020].*

Accountability	Actions	Time Frame	Achievements, Milestones and KPIs
1. Monitor and review academic governance arrangements and communication			
HESF Standard 6.3 Academic Governance			
6.3.1a Academic oversight of Quality of teaching, learning, research and research training [see 1.2; 1.9]			
6.3.2b Confirming the delegations of academic authority are implemented [see 1.1; 1.3; 1.4]			
6.3.2d Maintain oversight of academic & research integrity, including monitoring of potential risks [see 1.2]			
6.3.2f Critically evaluating the quality & effectiveness of educational innovations or proposals for innovations [see 1.2]			
6.3.2g Evaluating the effectiveness of institutional monitoring, review & improvement of academic activities [see 1.1; 1.9]			
6.3.3 Students have opportunities to participate in academic governance [see 1.5; 1.6; 1.10; 1.11]			
Chair and Deputy Chair of Senate; Chairs of Standing Committees; supported by the Secretariat	1.1 Ensure that Senate and all Standing Committees address their terms of reference and work within them.	Ongoing	Senate and Committee minutes are maintained in a central repository (TRIM, and the University's website for Senate and peak Standing Committees). All Senate Standing Committees submit annual reports to Senate.

			<p>All agenda items including late items lie within Senate and Committee terms of reference.</p> <p>Senate provides an annual summary report against its terms of reference.</p> <p>Chair of Senate benchmarks against other universities.</p>
Chair of Senate	<p>1.2 Ensure that Senate satisfies its legislated role as the “peak forum of the University for academic debate and discourse”, and discussion reflects the University’s values including academic responsibility and freedom.</p> <p>Agenda items include research, learning and teaching, academic quality, standards and policy.</p> <p><i>[See Strategic Risk 11 “Lack of research quality and impact”.]</i></p>	<p>Bi-monthly</p> <p>Ongoing</p>	<p>Appropriate academic topics for discussion are included on all Senate agendas, with input from Senate members and Standing Committees.</p> <p>Recommended actions from these discussions are forwarded to Senate Standing Committees, the Board of Trustees, or the Vice-Chancellor and University Executive Committee, as appropriate.</p>
Office of Governance Services; Office of Quality and Performance	<p>1.3 Undertake review of reshaped standing committees and Academic Senate. Review will comprise of survey data, analysis of minutes and interviews with a sample of members across academic governance committees.</p>	<p>For commencement in late 2020.</p>	<p>Ensure change of membership within Senate and standing committees as well as other actions against external review of Senate are being met.</p>
Senate; Chair of Senate; supported by the Secretariat	<p>1.4 Move Biannual Self-review of Senate to expand to members of standing committees. Employ a newly developed survey to track performance and identify areas for improvement.</p>	<p>Commencing 2020</p>	<p>Assess against external review recommendations.</p>
Chair of Academic Senate; Committee Chairs; Secretariat	<p>1.5 Review Academic Senate committees and working parties to ensure that they include student representatives where practicable.</p> <p>1.6 Ensure that student representatives are enabled to effectively contribute to committees</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> • <i>Securing Success</i> indicator for percentage of committees in which students participate. 81.6% as of October 2019 – target 70% • Working with the Student Representative Council and the Student Experience Office create a platform to enable communication between student representatives as well as with broader student population. • Continue with meeting with student representatives prior to Senate to review combined papers. • Continue with tabled student report at Senate. Socialise these actions to the standing committees of Senate to ensure good practices are found across the University.
Senate; Chair and Deputy Chair of Senate	<p>1.7 Raise Academic Senate’s profile within the University, and promote two-way communication about Senate’s role and activities.</p>	<p>Ongoing, in consultation with relevant Units including Student</p>	<p>A Communications schedule is under development to communicate Academic Senate agendas, discussions during meetings, and summaries after each meeting – utilising</p>

			Representation and Participation	Yammer and E-Updates to staff. The Academic Senate outcomes document are shared with School Academic Committees. Ensure that Senate's activities and perspectives are reflected in university-wide programs such as <i>MyVoice</i> and <i>Securing Success</i> implementation, through engagement with the SRC and TWSU Student Voice Project, and at University-wide gatherings.
Vice-Chancellor; Chair of Academic Senate	1.8	Co-sponsor university-wide forums on prominent academic issues.	Ongoing	Forums take place and provide input to University Executive members and Senate agendas.
Senate; Chairs of Senate and Senate Standing Committees; The College	1.9	Develop and monitor reporting lines and quality-assurance processes to ensure effective communication between School/Institute/TPP and peak Senate Committees, and between Academic Senate and The College.	Ongoing Ongoing Ongoing Ongoing – standing Senate agenda item Ongoing – see Committee minutes Ongoing – see Senate and Committee minutes	Standard reporting requirements and timelines for all Senate Standing Committees, including School/Institute Committees. Invite Board of Trustees members to attend Senate meetings. Ensure that Third Party Provider QA processes and learning and teaching data are presented within the Senate Education Committee for forward reporting to Senate. Regular exchange of minutes between Academic Senate and The College's Academic Committee. Senate and peak Standing Committees routinely seek advice and feedback from School/Institute Committees. Reports and feedback from Standing Committees lead to actions such as changes to academic policies and procedures.
Senate; Chair and Deputy Chair of Senate; Secretariat	1.10	Enhance the role of elected Senate members in communicating between School committees and Senate.	Ongoing	Increased representation of elected Senate members on standing committees. Improved support for Senate members in their communication roles through the creation of the 'Academic Senate Outcomes' document and a designated agenda item on SACs.
Senate; Chairs of Senate and Standing Committees; Secretariat	1.11	Conduct Induction and Orientation programs for new members of Senate and Standing Committees, with ongoing advice and support.	Updated in January 2018. Updated in January 2019	Review the Senate Orientation kit and resources available for incoming members.

		<p>Ongoing</p> <p>Ongoing (commences April 2019)</p> <p>Complete</p> <p>Ongoing</p>	<p>Maintain briefing documents for Chair of Academic Senate (induction and risk management).</p> <p>Annual inductions</p> <p>Meetings held approximately one week prior to Senate to review Senate material for students.</p> <p>Online governance training package for student representatives.</p> <p>Briefings of School/Institute Committees on issues such as academic governance, academic standards and integrity.</p> <p>Training sessions for Secretaries and Chairs of School/Institute Committees.</p>
--	--	---	---

2. Align Academic Senate activities with University strategies and projects and the Higher Education Standards Framework

HESF Standard 6.3 Academic Governance

6.3.1a Academic oversight of Quality of teaching, learning, research and research training [see 2.1 2.3; 2.4; 2.5; 2.7; 2.8]

6.3.1d Provide competent advice to the corporate governing body & management on academic matters, including advice on academic outcomes, policies and practices. [see 2.1; 2.2]

6.3.2c Critically scrutinising, approving &, if authority to self-accredit is held, accrediting or advising on approving and accrediting, courses of study & their associated qualifications [see 2.3; 2.7]

6.3.2f Critically evaluating the quality & effectiveness of educational innovations or proposals for innovations [see 2.3;2.5]

6.3.2h Monitoring & reporting to the corporate governing body on the quality of teaching, learning, research & research training [see 2.2; 2.3; 2.5; 2.6]

Senate; Chair of Senate; in consultation with DVCs, PVCs and the Office of Quality and Review	2.1 Ensure that Senate activities and accountabilities are included in the University's mapping of Higher Education Standards, and any gaps are listed as improvement activities in the Senate Work Plan.	<p>Completed</p> <p>On track, in collaboration with Office of Quality and Review</p>	<p>Higher Education Standards are included within agendas when there are updates.</p> <p>Activities and accountabilities listed in mapping. Improvement activities are added to the Senate Work Plan.</p>
Senate; Chair of Senate; Secretariat, in consultation with the Office of Quality and Review	2.2 Ensure that Senate activities and documentation support the Action Plan on the TEQSA Assessment Report.	Ongoing	Chair of Senate consults with the Office of Quality and Review on status of Action Plan.
Senate; APCAC; Chair of Senate, Student Experience Office; School Academic Committees and The College	2.3 Ensure that all new and revised courses meet AQF requirements, and any identified issues are resolved.	<p>Ongoing</p> <p>Ongoing</p>	<p>New course proposals are assessed for AQF compliance.</p> <p>Identified issues are resolved in a timely way.</p>

Senate; Chair and Deputy Chair of Senate; Chairs of peak Senate Standing Committees in consultation with DVCs and PVCs	2.4 Ensure alignment of Senate and standing committee work plans with <i>Securing Success</i> and associated plans and indicators, including the <i>Research and Development Plan 2018-2020</i> and <i>Learning Futures Plan</i> .	Ongoing	Engagement with AQF review final report Senate Work Plan and standing committee work plans contain relevant actions and indicators.
Senate; Chair and Deputy Chair of Senate; Chairs of peak Senate Standing Committees in consultation with DVCs and PVCs Senate Education Committee, Senate Assessment Committee, Research Committee, Research Studies Committee	2.5 Contribute to the development of University strategic and operational plans. <i>[See Strategic Risks 1 “Lack of timely response to Competition, Market Disruption, Political influences or changes in the society’s expectations from higher education service providers”; 8 “Courses and Programs offered fail to satisfy student needs, employers’ expectations or they are not financially viable” and associated Controls; 9 “Ineffective partnership and engagement with key strategic stakeholders in the Western Region, nationally and internationally”; and 10 Research Activities are not high quality or research outcomes fail to make a regional, national or global impact”]</i>	Ongoing	Senate and standing committees contribute to revision of <i>Securing Success, Research Plans and Learning Futures Plan</i> through comment and discussion at Senate meetings. Presentations and discussion at Academic Senate. Update Senate and standing committee work plans as required <i>Securing Success</i> indicators for: Awareness of new metric development of Western Indigenous Education, Employment and Research Strategy 2020-2023. percentage of students who undertook a Work Integrated Learning (WIL) unit. In May 2019 78.9% with a 2020 target of 80% Ensure oversight of: Number of government, industry and community partnerships. Policies, frameworks, processes effectively capture the work of Third Party Providers and student outcomes are tabled at the appropriate standing committees of Senate. Incidence and quality of landmark international institutional research collaborations under key themes. Alignment of research outcomes and impact with Western Research themes Level and diversity of research income and quality and diversity of research outputs.
Senate; Chair and Deputy Chair of Senate; Vice-Chancellor / Chair of Academic Senate Academic Forums	2.6 Contribute to consultation about the University’s academic structures, noting Senate’s function of advising the Vice-Chancellor about “establishment and disestablishment of	Ongoing	Senate contributes to consultation with newly formed Clusters and Schools.

in consultation with the DVC (Strategy and Planning)	academic organisational units, such as schools, research institutes and research centres.”		
Senate; APCAC; School Academic Committees and The College; in collaboration with Student Experience Office, BDC and University Executive Committee	2.7 Schedule, manage and approve new courses and units, course and unit changes, and articulation pathways. <i>[See Strategic Risk 8 “Courses and Programs offered fail to satisfy student needs, employers’ expectations or they are not financially viable” and associated Controls.]</i>	Ongoing In Progress	Timely approval of courses, units and articulation proposals. Assist with review of course and units approval policy and associated information (processes).
Senate; Research Committee; Research Studies Committee; DVC (Research and Development); PVC (Research and Innovation); Dean, Graduate Studies	2.8 Encourage and promote staff involvement in public discourse on matters related to Greater Western Sydney – see <i>Securing Success</i> . <i>[See Strategic Risk 9: “Ineffective Partnership and Engagement with key strategic stakeholders in the Western Region, nationally and Internationally” and associated Controls.]</i>	Ongoing	Enhanced public discourse on matters related to Greater Western Sydney.
3. Monitor and enhance academic standards and assessment			
HESF Standard 6.3 Academic Governance			
6.3.1a Academic oversight of Q of teaching, learning, research and research training [see 3.1; 3.3; 3.4; 3.5]			
6.3.1b Set and monitor institutional benchmarks for academic quality and outcomes [see 3.2; 3.3]			
6.3.1c Establish and maintain academic leadership at an institutional level, consistent with the types & levels of HE offered [see 3.7]			
6.3.1d Provide competent advice to the corporate governing body & management on academic matters, including advice on academic outcomes, policies and practices [see 3.7]			
Chair of Senate; Senate Assessment Committee, in collaboration with the PVC (Learning Transformations)	3.1 Implement relevant recommendations of University wide review of assessments. <i>[See Senate Assessment Committee and Senate Education Committee Work Plans]</i>	2019 request of status of implementation. 2020 ensure full implementation of recommendations	Academic Senate to review implementation status and continue to contribute to completion of recommendations.
Education Committee; Assessment Committee	3.2 Continue participating in external referencing of assessment standards. 3.3 Conduct benchmarking of Australian Institutions on approach to contract cheating. <i>[See Senate Assessment Committee Work Plan]</i>	Ongoing	External referencing conducted to meet the Higher Education Standards Framework and assure the quality of assessment at the University. Engagement with IRU Academic Calibration Progress from 2018.
Deans; School Academic Committees; APCAC; Senate; in consultation with the Office of Quality and Review	3.4 Ensure that all courses have a functioning External Advisory Committee (EAC), or equivalent arrangements (e.g. professional accreditation) to ensure expert, critical feedback about the relevance and quality of the course.	Office of Quality and Review is continuing work on this.	Monitor course proposals to ensure that all courses have a functioning External Advisory Committee or equivalent arrangements.
Senate Education Committee; Assessment Committee; School Academic Committees and The	3.5 Monitor course and unit quality through Annual Course Reports and other surveys, ensuring that student engagement, retention and success data – particularly in	See integrated schedule of	Identification and promulgation of good practice; identification and follow-up of areas that need improvement.

College; in collaboration with the Office of Quality and Review and the Office of Business Intelligence and Performance	<p>relation to demographic sub-groups including international students, TPP cohorts, high achievers, students from Aboriginal and Torres Strait Islander backgrounds, Vocational Education and Training (VET) pathways students – inform course and School improvement plans.</p> <p><i>[See Senate Education Committee Work Plan]</i></p>	reports and School responses	<p><i>Securing Success</i> indicators for:</p> <ul style="list-style-type: none"> • Course Experience Questionnaire (CEQ) – Overall Satisfaction: 81.4% (target 87% in 2020; undergraduates only) • Student Experience Survey – Learner Engagement; 62.9% (target 67% in 2020; undergraduates only) • Retention of Priority groups; 76.4% (target 85% in 2020) • Graduate Outcomes Survey – percentage of undergraduate Australian residents who are employed (full-time and part-time); 74.2% (target 80% in 2020; Changes to collection of data; different instrument and collection methodology to that used previously) • Progression rates of pathway students (undergraduate). 78% May 2019 (target 80% in 2020) for The College; 78.9% May 2019 (target 80% in 2020) for VET/TAFE.
Senate; Senate Education Committee; Assessment Committee; Research Studies Committee; School Academic Committees and The College; School and Institute Research and Higher Degree Committees	<p>3.6 Consider and approve student results in accordance with the <i>Assessment Policy – Criteria and Standards-Based Assessment</i>, and relevant Higher Degree Research policies, with monitoring by the relevant expert Senate Committee (Assessment, Bachelor (Honours), Research Studies Committee); approve graduation lists in accordance with the delegations in the <i>Academic Governance Policy</i>.</p> <p><i>[See Senate Assessment Committee and Research Studies Committee Work Plan]</i></p>	<p>Each teaching session, and ongoing for HDR programs – see SAC, SRHDC, Senate Assessment Committee and RSC minutes</p> <p>Ongoing – see SAC minutes</p>	<p>Timely approval of results each semester with oversight by Senate Assessment Committee and RSC.</p> <ul style="list-style-type: none"> • Graduation lists approved in accordance with policy.
Senate; Chair and Deputy Chair of Senate; relevant Senate Standing Committees; in collaboration with DVCs, PVC, Office of Quality and Review, Student Experience Office	<p>3.7 Contribute to formal University responses to Universities Australia, NSWVCC, Commonwealth Departments, TEQSA, etc. to influence the policy environment and government regulations under which the university operates.</p>	As Required	Provision of responses as required, with reporting to Senate.
4. Develop and review academic policy			
HESF Standard 6.3 Academic Governance			
6.3.2a Developing, monitoring & reviewing academic policies & their effectiveness [see 4.1; 4.2]			
Academic Policy Advisory Group (APAG); Associate Director (Secretariat); Student Experience Office; Graduate Research School; Research Studies Committee; Research Committee; Chair of	<p>4.1 Liaise with Office of Governance Services to ensure timely review and approval of academic policies.</p>	Ongoing	In 2019 academic policies that needed immediate review were identified. This was communicated with the standing committees responsible for the policies. The goal of 2020 is for all outstanding policies that need review to have been reviewed.

Senate; in consultation with Director of OGS.		<i>[See Senate Assessment Work Plan, APAG and Research Studies Committee and Research Committee Work Plan 2020]</i>		
Chair of Senate; Office of Governance Services, Office of Quality and Review, Student Administration Office	4.2	Conduct an audit of the University's advanced standing mechanisms.	Commencing in 2020	Audit to commence in March 2020, review of processes and examination of policy and existing processes to determine what changes are needed to ensure consistent application of advanced standing.
5. Contribute to managing academic risk				
HESF Standard 6.3 Academic Governance				
6.3.2d Maintain oversight of academic & research integrity, including monitoring of potential risks [see 5.1; 5.2; 5.3; 5.4; 5.5; 5.6; 5.7]				
6.3.2e Monitoring & initiating action to improve performance against institutional benchmarks for academic quality & outcomes [see 5.4; 5.6]				
6.3.2h Monitoring & reporting to the corporate governing body on the quality of teaching, learning, research & research training [5.1]				
Chair of Senate in consultation with Senate Executive Committee and the Office of Audit and Risk Assessment	5.1	Maintain regular contact with the Office of Audit and Risk Assessment about management of academic risk, and make recommendations about the development of the Strategic Risk Register.	Ongoing	Regular Meetings with the Director of Audit and Risk to ensure action. Present to Audit and Risk Committee when required.
Chair of Senate	5.2	Ensure that relevant strategic risks are reflected in the Senate Work Plan.	Updated February 2020	Activities and accountabilities listed in risk mapping.
Chairs of Senate and Standing Committees, supported by the OGS	5.3	Ensure that conflicts of interest are declared and addressed.	Standing Senate and Committee Agenda Items	Standing item on all agenda papers.
Academic Senate and Schools; Senate Assessment Committee and Senate Education Committee, in collaboration with the DVCs, PVCs, University General Counsel, Librarian and OGS	5.4	Promote student academic honesty and integrity by: <ul style="list-style-type: none"> a. Monitoring the operation of the <i>Student Misconduct Rule and Inappropriate Behaviour Guidelines</i>. b. Review report format of misconduct cases. c. Supporting the development and implementation of the Education for Academic Integrity strategies. d. Support the development of University wide strategies for contract cheating <p><i>[See Senate Assessment Committee and Senate Education Committee Work Plans]</i></p>	Chair is recommending review of reporting format in early 2020. Updated at Senate Education Updated at Academic Senate	Schools, TPP Advisory Group, The College report to Senate Assessment Committee. Framework implemented. Commencing in 2020

Chair of Senate; APAG; Office of Governance Services, in collaboration with the Compliance Program Manager	5.5 Ensure that Senate processes and academic policies support the University's Compliance Management Program.	As Required	Any issues identified are addressed in a timely way. Chair of Senate meets with Compliance Manager as required
School Academic Committees; Senate Assessment Committee; Senate Education Committee; Research Studies Committee and Graduate Research School.	5.6 Monitor Reviews of Grade, Student Academic Misconduct outcomes, academic integration plans, admission of honours and Master of Research students, Honours and Master of Research topics and supervision, decisions relating to special consideration, strategies for students at risk.	Updated to reflect Review of Assessment	Identification and promulgation of good practice; identification and remediation of areas that need improvement. Note: the Academic Governance Working Party has reviewed the operation of the School Academic Committees and highlighted the need for discussion outside curriculum approvals.
Graduate Research School, Research Studies Committee, Research Committee	5.7 Monitor admission, supervision, development, examination and completion of HDR students.	Ongoing with reports to RSC	See <i>Research and Innovation Plan 2018-2020</i> . <i>Securing Success</i> indicator for: <ul style="list-style-type: none"> percentage of timely HDR completions. 50.2% Oct 2019 (target for 2020 is 35%).
Higher Education Standard Framework (Threshold Standards) 2015: https://www.legislation.gov.au/Details/F2015L01639			

Relevant Extracts from Western Sydney Strategic Risk Register – Updated in February 2020

Strategic Risk 1: Lack of timely response to Competition, Market Disruption, Political influences or changes in the society's expectations from higher education service providers.

- Controls include:
 - Various transformation programs: - 21 C Project, Research and Innovation Plan
 - Investment in growth market segments: - Third Party Providers, International Growth
 - Delivery of Research that is recognised externally.

Strategic Risk 8: Courses and Programs offered fail to satisfy student needs, employers' expectations or they are not financially viable.

- Controls include:
 - 21st C Project including development of a Course Performance Index - measure of effectiveness of the courses.
 - Rigorously test assumptions and viability of academic programs.
 - Align academic programs to our marketing strategy i.e. a) use improved market/ business intelligence and forecasting techniques to customise academic programs to suit market demands (with a focus on digital marketing);
 - Adopt innovative and flexible program design, process and delivery approaches i.e. online learning; professional development courses and non-accreditation courses.
 - Streamline the approval process for new academic programs
 - Support Schools to explore, develop and deliver joint academic programs.
 - Monitor programs offered by competitors (Academic Program Management Plan and the Annual Course Review will cover this by including results in the annual course report).

Strategic Risk 9: Ineffective Partnership and Engagement with key strategic stakeholders in the Western Region, nationally and Internationally

- Controls include:
 - Promote research achievements to the public, private and NGO sectors.
 - Create more long-term, mutually beneficial international research partnerships through whole of institutional agreements.
 - Continue to create a research-led culture.
 - Alignment of education, research and engagement programs with the regional priorities of the Greater Western region.
 - Generate public discussions on a wider range of matters affecting the communities of the Greater Western region.

Strategic Risk 10: Research lacks quality, excellence and impact.

- Controls include:
 - Research staff development strategies.
 - Research and Innovation Plan (2018-2020)