

# WESTERN SYDNEY UNIVERSITY



## ACADEMIC SENATE

Meeting 25/02 of the Academic Senate, Western Sydney University was held on Friday 11 April 2025 at, 9:30AM, at, Parramatta South Campus and via zoom.

### Present:

Professor Saba Bebawi	Dean, School of Humanities and Communication Arts
Professor Gawaian Bodkin-Andrews	Director of Indigenous Research (Vice-Chancellor's Nominee)
Mr Glenn Campbell	Chief Executive Officer, The College
Professor Dennis Chang	Director, NICM, representing the University's Research Institutes
Dr Evan Crawford	School of Computer, Data and Mathematical Sciences (Level A, B or C Representative)
Professor Ann Dadich	School of Business (Level D, E Representative)
Professor Maryanne Dever	Deputy Vice-Chancellor, Education
Professor Gabrielle Drake	Interim Dean, School of Social Sciences
Dr James Dunn	School of Medicine (Level A, B or C Representative)
Professor Kevin Dunn	Provost
Professor Cath Ellis	Pro Vice-Chancellor, Quality and Integrity
Distinguished Professor Brian Falzon	Dean, School of Engineering, Design and Built Environment
Professor Miroslav Filipović	School of Science (Level D, E Representative)
Professor Jane Frost	Interim Dean, School of Nursing and Midwifery/School of Nursing and Midwifery (Level D, E Representative)
Mr Nabin Gautam	Postgraduate Student Representative
Associate Professor Emilee Gilbert	School of Psychology (Level D, E Representative)
Ms Jess Gleeson	Director, Data Integrity, Quality and Operations
Associate Professor Ana Hol	School of Computer, Data and Mathematical Sciences (Level D, E Representative)
Professor Kurt Langfeld	Dean, School of Computer, Data, and Mathematical Sciences
Dr Peter Lewis	School of Nursing and Midwifery (Level A, B or C Representative)
Professor Sarah Lewis	Dean, School of Health Sciences

Dr Ranjith Liyanapathirana	School of Engineering, Design and Built Environment (Level A, B or C Representative)
Professor Samantha Liyanapathirana	School of Engineering, Design and Built Environment (Level D, E Representative)
Professor Amir Mahmood	Pro Vice-Chancellor and Provost, Surubya campus
Professor Robert Mailhammer	Chair of Academic Senate
Associate Professor Jennifer Mensch	School of Humanities and Communication Arts (Level D, E Representative)
Dr Nicolene Murdoch	Pro Vice-Chancellor, Global
Professor Susan Page	Pro Vice-Chancellor Indigenous Education
Associate Professor Alexie Papanicolaou	University Research Institutes Representative
Mr Prasad Perera	Higher Degree Research Candidate Student Representative
Dr Ben Perry	School of Science (Level A, B or C Representative)
Professor Alpha Possamai-Inesedy	Pro Vice-Chancellor Student Success
Dr Margarite Poulos	School of Humanities and Communication Arts (Level A, B or C Representative)
Professor Catherine Renshaw	Dean, School of Law
Ms Fiona Salisbury	Executive Director, Library Services
Dr Ata Samad	School of Business (Level A, B or C Representative)
Ms Tiffany Sharpe	Indigenous Australian Student Representative
Associate Professor Lei Si	School of Health Sciences (Level D, E Representative)
Professor Michele Simons	Dean, School of Education
Dr Kylie Steel	School of Health (Level A, B or C Representative)
Professor Brian Stout	Pro Vice-Chancellor, Learning and Teaching
Professor Corrinne Sullivan	School of Social Sciences (Level D, E Representative)
Professor Deborah Sweeney	Senior Deputy Vice-Chancellor Research, Enterprise and Global
Associate Professor Mourad Tayebi	Deputy Chair of Academic Senate
Professor Michelle Trudgett	Deputy Vice-Chancellor Indigenous Leadership
Associate Professor Gabrielle Weidemann	Interim Dean, School of Psychology
Distinguished Professor George Williams AO	Vice-Chancellor and President

**Apologies:**

Professor Ian Anderson	Pro Vice-Chancellor Research
Dr Tuki Attuquayefio	School of Psychology (Level A, B or C Representative)
Professor Hind Benbya	Dean, School of Business
Dr Nathan Berger	School of Education (Level A, B or C Representative)
Dr Maria Bhatti	School of Law (Level A, B or C Representative)
Professor Wendy Hu	School of Medicine (Level D, E Representative)
Professor Rod McClure	Dean, School of Medicine
Professor Graciela Metternicht	Dean, School of Science
Dr Erika Smith	School of Social Sciences (Level A, B or C Representative)
Associate Professor Liesel Spencer	School of Law (Level D or E Representative)
Associate Professor Chloe Taylor	Vice-Chancellor's Nominee
Associate Professor Jacqueline Ullman	School of Education (Level D, E Representative)

**Absent:**

Mr Prashith Fernando	Undergraduate Student Representative
Ms Alessia Nicolìa	Undergraduate Student Representative
Ms Ananta Vig	International Student Representative

**In Attendance:**

Ms Sophie Buck	Director, Office of Governance Services
Ms Rose Cutts	Director, Education, Quality and Policy
Ms Julia Haremza	Director, Risk and Resilience
Dr Peta Hinton	Associate Lecturer, Social Sciences
Associate Professor Kamali Kannangara	Deputy Dean, School of Science
Professor Freya MacMillan	Associate Pro Vice-Chancellor Research
Ms Christine Sharpe	Associate Director, Office of Governance Services, Secretariat (Acting)
Ms Georgia Vasiliadis	Senior Governance Officer

# MINUTES

## 1. PROCEDURAL MATTERS

---

### 1.1 INTRODUCTION, WELCOME, AND APOLOGIES

The Chair of Academic Senate, Professor Robert Mailhammer formally opened the meeting at 9:30am and welcomed members and attendees.

Professor Michelle Trudgett, Deputy Vice-Chancellor Indigenous Leadership, delivered the Acknowledgement of Country.

### 1.2 DECLARATIONS OF INTEREST

No conflicts of interest were declared.

### 1.3 STARRING OF ITEMS

Members were asked which items they wish starred for discussion.

Apart from procedural items, the items below were starred:

- Item 2.1 Academic Planning and Curriculum Approvals Committee
- Item 2.8 Statement of Sustained Scholarship
- Item 3.1 External Review of Academic Senate Implementation
- Item 3.3 2025 School Review Update
- Item 4.1 Chair's Report
- Item 4.2 Vice Chancellor's Report
- Item 4.3 Student Report
- Item 4.4 Academic Risk Framework
- Item 4.5 TEQSA Re-registration Update
- Item 4.6 Transnational Academic Governance
- Item 4.7 Revised and Renamed Freedom of Speech and Academic Freedom Policy
- Item 4.9 Questions on Notice/Hot Topics
- Item 5.2 Academic Planning and Curriculum Approvals Committee
- Item 5.3 Senate Education Committee
- Item 5.4 Senate Assessment Committee
- Item 5.5 Academic Senate Policy Committee
- Item 5.6 Research Committee
- Item 5.7 Research Studies Committee
- Item 5.8 Third Party Provider Committee

#### **It was resolved (AS 25/02:01):**

*That the documents for all unstarred agenda items were noted and, except where alternative action was noted as appropriate, all recommendations contained in those items were endorsed.*

### 1.4 ORDER OF BUSINESS

A re-arrangement of the order of business was not required.

## 1.5 OTHER BUSINESS

No other business was nominated for this meeting.

## 1.6 MINUTES OF PREVIOUS MEETINGS

### **It was resolved (AS 25/02:02):**

*That Academic Senate confirmed the minutes of the Senate meeting held on Monday 24 February 2025 (meeting 25/01) as an accurate record.*

## 1.7 ACTION ITEMS FROM PREVIOUS MEETINGS

To assist members with monitoring and controlling the work of the Committee, the current action sheet (incorporating items arising from previous meetings) was attached.

Members were requested to report on any developments in relation to the items.

### **Action 25/01:4.2 | Vice-Chancellor's Report**

Chair to talk to the Vice-Chancellor for the introduction of a standard report of information in the Vice-Chancellor's Report. The updated format to be implemented for the April 2025 meeting of Academic Senate.

**Update:** The Vice-Chancellor advised that there was a new format for the report for Board of Trustees and will trial that and then evaluate. Update to be provided at next meeting.

### **Action 25/01:4.3 | Student Report**

RSC to provide data on PhD completions, fee waivers, reasons for extensions and discipline averages. Chair, RSC, to talk to Deans about alternative options.

**Update:** The referral had taken place, and GRS would be working through this. The new Dean of GRS would be announced shortly. The report to be presented when available.

### **Action 25/01:4.4 | External Review of Academic Senate**

Chair of Academic Senate to send an EOI for the Senate Working Group.

**Update:** The Chair advised that the Working Group had been established and had met for the first time in the previous week.

**Item closed.**

### **Action 25/01:4.5 | 2025 Workplan**

Chair to send EOI regarding review of HESF.

**Update:** The Chair argued that Senate members' understanding of the HESF would be more suited to take place in the induction and training of members via an annual workshop.

Professor Cath Ellis advised that she had designed and delivered a 2-hour workshop on this matter. Academic Senate proposed to incorporate this workshop into the new format of the induction for new members.

**Item closed.**

### **Action 25/01: 4.5 | 2025 Workplan**

The Chairs of the Senate Education Committee and Senate Assessment Committee to organise annual presentations at School meetings, reporting on the work undertaken by their respective Committee.

**Update:** The Chair of the Senate Education Committee (SEC) advised that she would send a slide deck to schools to include in their School Academic Committees.

Professor Dever further advised that committees are welcome to contact the SEC if they require specific information, and that she already visited Schools to discuss SEC matters.

**Item closed.**

**Action 25/01: 4.5 | 2025 Workplan**

Senate members to submit their suggestions for the 2025 workplan to the Committee Secretary.

**Update:** The Chair advised that an updated forward planner would be included in every Senate meeting.

**Item closed.**

**Action 25/01:4.7 | TEQSA Risk Assessment:**

The TEQSA Risk Assessment report to be presented annually.

**Update:** To be presented annually when available.

**Item closed.**

**Action 25/01:4.8 | TEQSA Re-Registration Update**

The TEQSA re-registration submission (self-assurance reports) to be presented at the April 2025 meeting of Academic Senate, with the proviso that sensitive information would require attention when presented.

**Update:** Attachment in Item 4.5 *TEQSA Re-Registration Update*.

**Item closed.**

**Action 5.10.4 | Senate Education Committee**

Senate Education Committee to provide an update on Credit for Prior Learning.

**Update:** The Chair of the Senate Education Committee advised that an update would be presented at the June 2025 meeting. Senate would be notified if this date is not possible.

**Action 25/01:5.10.7 | Research Committee Annual Report**

A report on the Research Quality forum be presented to Academic Senate following its presentation at the May 2025 meeting of the Research Committee.

**Update:** Report of the Research Quality Forum to be presented at the June 2025 Academic Senate meeting and after any future Research Quality Forums.

**24/05: 3.3 Student Report**

Professor Maryanne Dever to discuss AI document with Mr Nabin Gautam.

**Update:** Professor Dever advised that a meeting had not been possible; an update would be provided at the June 2025 meeting.

## **2. APPROVALS**

---

### **2.1 ACADEMIC PLANNING AND CURRICULUM APPROVALS COMMITTEE**

*Higher Education Standard(s): 5.1.1, 5.1.2, 5.1.3, 5.2.1, 6.3.1a, c, 6.3.2c, d, f*  
*Mitigation against risk(s) in Academic Senate Risk Register: 1, 2, 3*

The Academic Planning and Courses Approvals Committee reports for meeting 25/01 held on 13 February 2025 and meeting 25/02 held on 25 March 2025 were appended.

Professor Cath Ellis, Chair of the Academic Planning and Courses Approvals Committee noted that there were several minor administrative text errors in the resolutions of the meeting 25/02, held on 25 March 2025:

**5.2.1 3754 - Bachelor of Science and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:03):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the program variation to 3754 - Bachelor of Science and 7185 - Diploma in General Science (exit only), consisting of changes to Admission Pathways and Program structure and recommended sequence for Handbook and;*

*(ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/218185*

**5.2.2 3755 - Bachelor of Medical Science and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:04):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the program variation to 3755- Bachelor of Medical Science and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for Handbook and;*

*(ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/218270*

**5.2.3 3756 - Bachelor of Science (Pathway to Teaching Primary/Secondary) and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:05):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the program variation to 3756 - Bachelor of Science (Pathway to Teaching Primary/Secondary) and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for Handbook and*

*(ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/218319*

**5.2.4 3757 - Bachelor of Advanced Science and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:06):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the program variation to 3757 - Bachelor of Advanced Science and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for Handbook and*

*(ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Autumn, 2026.*

*TRIM reference: D25/222451*

**5.2.5 3763 - Bachelor of Science/Bachelor of Arts and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:07):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the program variation to 3763 - Bachelor of Science/Bachelor of Arts and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for Handbook and*

*(ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Autumn, 2026.*

*TRIM reference: D25/222459*

**5.2.6 3764 - Bachelor of Science/Bachelor of International Studies and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:08):**

*That the Academic Planning and Curriculum Approvals Committee:*

- (i) approves the program variation to 3764 - Bachelor of Science/Bachelor of International Studies and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for Handbook and*
- (ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Autumn, 2026.*

*TRIM reference: D25/222464*

**5.2.7 4748 - Bachelor of Science/Bachelor of Business and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:09):**

*That the Academic Planning and Curriculum Approvals Committee:*

- (i) approves the program variation to 4748 - Bachelor of Science/Bachelor of Business and 7185 - Diploma in General Science (exit only), consisting of changes to Program structure and recommended sequence for handbook and*
- (ii) endorses the changes to Award names and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/222466*

**5.2.8 2743 - Bachelor of Science/Bachelor of Laws, 2827 - Diploma in Laws (exit only) and 7185 - Diploma in General Science (Exit Only)**

**It was resolved (APCAC 25/02:10):**

*That the Academic Planning and Curriculum Approvals Committee:*

- (i) approves the program variation to the Science Component of 2743 - Bachelor of Science/Bachelor of Laws, 2827 - Diploma in Laws (exit only) and 7185 - Diploma in General Science (exit only), consisting of changes to program structure and sequence; and*
- (ii) endorses the changes to award name(s) and recommends the proposed changes to Academic Senate for approval. All changes to commence in Autumn 2026.*

*TRIM reference: D25/224451*

**5.2.9 2832 - Bachelor of Science/Bachelor of Laws (Honours)**

**It was resolved (APCAC 25/02:11):**

*That the Academic Planning and Curriculum Approvals Committee:*

- (i) approves the program variation to the Science component of 2832 - Bachelor of Science/Bachelor of Laws (Honours), consisting of changes to program structure and sequence; and*
- (ii) endorses the changes to award name (s) and recommends the proposed changes to Academic Senate for approval. All changes to commence in Autumn 2026.*

*TRIM reference: D25/224478*

**5.6.1.1 T163 Food Science and Innovation**

**It was resolved (APCAC 25/02:13):**

*That the Academic Planning and Curriculum Approvals Committee:*

- (i) approves the field of study variation to T163 Food Science and Innovation, consisting of changes to Field of Study learning outcomes and the University Graduate Attributes, Field of Study structure and sequence and Replaced Field of study; and*
- (ii) endorses the changes to Name and code of Field of Study and Human or Animal ethics considerations and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/222636*

### **5.6.1.2 T164 Agricultural Science (Major)**

#### **It was resolved (APCAC 25/02:14):**

*That the Academic Planning and Curriculum Approvals Committee:*

*(i) approves the field of study variation to T164 - Agricultural Science (major), consisting of changes to Field of Study learning outcomes and the University Graduate Attributes, Field of Study structure and sequence and Replaced Field of Study; and*

*(ii) endorses the changes to Name and code of Field of Study and Human or Animal Ethics Considerations; and recommends the proposed changes to Academic Senate for approval. All changes to commence in Spring, 2025.*

*TRIM reference: D25/222932*

#### **It was resolved (AS 25/02:03):**

*That Academic Senate noted the report of the Academic Planning and Courses Approvals Committee meeting held on 13 February 2025 (meeting 25/01) and:*

- i. Approved One New Subject: NURS7090 –Professional Experience Placement (PEP) Currency (PG).*
- ii. Approved the program variation to 3639 - Bachelor of Information and Communications Technology and 3765 - Master of Artificial Intelligence, consisting of removal of ATMC Melbourne Campus location for commencement in Autumn 2025.*
- iii. Approved the program variation to 7190 – Diploma in Business consisting of changes to program structure and sequence to commence in Autumn Block 1 2025.*
- iv. Approved the program variation to 7198 – Diploma in Social Sciences consisting of changes to program structure and sequence to commence in Autumn Block 1 2025.*
- v. Approved the suspension of 7022 Associate Degree in Engineering as listed in the memo from Quarter 1 2025, and endorsed the transition arrangements.*
- vi. Noted the listed Diploma and Advanced Diploma Pathways into the Bachelor of Planning (Pathway to Master of Urban Management and Planning) 1732 at Western Sydney University, comprising of guaranteed entry and up to 80cps of credit for prior learning.*
- vii. Noted the listed Domestic Pathways 24L0135-37 and 24L0144 Sydney Institute of Business and Technology (SIBT) Diploma of Social Sciences, articulating into the Bachelor of Social Science 1667/Bachelor of Tourism and Event Management 1916/Bachelor of Planning (Pathway to Master of Urban Management and Planning) 1732/Bachelor of Youth Work 1933 at Western Sydney University, comprising of guaranteed entry and up to 80cps of credit for prior learning.*
- viii. Noted the new pathways 24L0130-24L0134 TAFE NSW Diploma in Youth Work/Mental Health/Community Services/Counselling/Early Childhood Education and Care, articulating into the Bachelor of Youth Work 1933 at Western Sydney University, comprising of guaranteed entry and up to 80cps of credit for prior learning.*
- ix. Noted the new pathway 24L0143 TAFE NSW Certificate IV in Youth Work, articulating into the Bachelor of Youth Work 1933 at Western Sydney University, comprising of guaranteed entry only.*
- x. Noted the new pathway 24L0140 Western Sydney University The College Diploma of Business, articulating into the Bachelor of Tourism and Event Management 1916 at Western Sydney University, comprising of guaranteed entry and 80cps of credit for prior learning.*
- xi. Noted the pathway from Western Sydney University International College Foundation Studies Program (Any Stream), articulating into the Bachelor of*

- Tourism and Event Management 1916 at Western Sydney University, comprising of guaranteed entry only.*
- xii. *Noted the new Domestic Pathway 24L0145 Sydney Institute of Business and Technology (SIBT) Diploma of Business, articulating into the Bachelor of Tourism and Event Management 1916 at Western Sydney University, comprising of guaranteed entry and 80cps of credit for prior learning.*
- xiii. *Noted the new Domestic Pathways 24L0135-37 and 24L0144 Sydney Institute of Business and Technology (SIBT) Diploma of Social Sciences, articulating into the Bachelor of Social Science 1667/Bachelor of Tourism and Event Management 1916/Bachelor of Planning (Pathway to Master of Urban Management and Planning) 1732/Bachelor of Youth Work 1933 at Western Sydney University, comprising of guaranteed entry and up to 80cps of credit for prior learning.*
- xiv. *Noted the listed articulation pathways in Attachment A into the Bachelor of Health Science 4656.*

**It was resolved (AS 25/02:04):**

*That Academic Senate noted the report of the Academic Planning and Courses Approvals Committee meeting held on 25 March 2025 (meeting 25/02) and:*

- i. *Approved the program variation to 3754 - Bachelor of Science and 7185 - Diploma in General Science (exit only), consisting of changes to Award Names, Admission Pathways and Program structure and recommended sequence for Handbook.*
- ii. *Approved the program variation to 3755- Bachelor of Medical Science and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, Program structure and recommended sequence for Handbook—changes to commence in Spring 2025.*
- iii. *Approved the program variation to 3756 - Bachelor of Science (Pathway to Teaching Primary/Secondary) and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, Program structure and recommended sequence for Handbook. All changes to commence in Spring 2025.*
- iv. *Approved the program variation to 3757 - Bachelor of Advanced Science and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, Program structure and recommended sequence for Handbook. All changes to commence in Autumn 2026.*
- v. *Approved the program variation to 3763 - Bachelor of Science/Bachelor of Arts and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, Program structure and recommended sequence for Handbook. All changes to commence in Autumn 2026.*
- vi. *Approved the program variation to 3764 - Bachelor of Science/Bachelor of International Studies and 7185 - Diploma in General Science (exit only), consisting of Award names, changes to Program structure and recommended sequence for Handbook. All changes to commence Autumn 2026.*
- vii. *Approved the program variation to 4748 - Bachelor of Science/Bachelor of Business and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, Program structure and recommended sequence for handbook. All changes to commence in Spring 2025.*
- viii. *Approved the program variation to the Science Component of 2743 - Bachelor of Science/Bachelor of Laws, 2827 - Diploma in Laws (exit only) and 7185 - Diploma in General Science (exit only), consisting of changes to Award names, program structure and sequence. All changes to commence in Autumn 2026.*
- ix. *Approved the program variation to the Science component of 2832 - Bachelor of Science/Bachelor of Laws (Honours), consisting of changes to Award name, program structure and sequence. All changes to commence in Autumn 2026.*
- x. *Approved the program variation to 2761 – Master of Business Administration, consisting of changes to program learning outcomes, program structure and*

- sequence, and the addition of Surabaya location. All changes to commence from Surabaya Semester 1 2025.*
- xi. Approved the field of study variation to T163 Food Science and Innovation, consisting of changes to Name, Field of Study learning outcomes, the University Graduate Attributes, Field of Study structure, sequence and code, Replaced Field of study and Human or Animal ethics considerations. All changes to commence in Spring 2025.*
  - xii. Approved the field of study variation to T164 - Agricultural Science (major), consisting of changes to Name, Field of Study learning outcomes and the University Graduate Attributes, Field of Study structure, sequence and code, Replaced Field of Study and Human or Animal Ethics Considerations. All changes to commence in Spring 2025.*
  - xiii. Noted the addition and removal of program delivery locations as listed in the memo from Term 2 2025.*
  - xiv. Noted the new International Pathway 24N0103 Taipei Medical University Master Program in Nursing, articulating into the Master of Nursing (Clinical Leadership) 4722 at Western Sydney University, comprising of guaranteed entry and 40cps of credit for prior learning.*

## **2.2 APPROVAL OF SCHOLARSHIPS**

*Higher Education Standard(s): 2.2.1, 2.2.2, 6.3.1b, c, 6.3.2b, d  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

### **It was resolved (AS 25/02:05):**

*The Academic Senate reviewed and approved the proposed new donor-funded scholarships for immediate execution.*

- Perera Foundation Indigenous Scholarship
- Professor B. Bhaskara Rao Memorial Scholarship

## **2.3 GRADUAND LISTS, UNIVERSITY MEDALS AND POSTHUMOUS AWARDS**

*Higher Education Standard(s): 1.5.1, 1.5.2, 1.5.3, 1.5.4, 6.2.1h  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

### **2.3.1 CONFERRAL OF AWARDS**

#### **It was resolved (AS 25/02:06):**

*The Academic Senate:*

- i. approved the award of degrees with distinction to graduands listed Attachment A – Graduands for awards with distinction*
- ii. approved the award of the University Medal to the graduates listed in Attachment B – Graduates to be awarded the University Medal*
- iii. noted the conferral of awards to graduates with pass or honours coursework degrees as listed in Attachment C - Graduates with pass and honours coursework degrees approved within SAC delegation*
- iv. noted the conferral of awards to graduates with a research degree as listed in Attachment D - Graduates with research degrees approved within RSC delegation*

### **2.3.2 POSTHUMOUS AWARD**

*Higher Education Standard(s) Satisfied: 1.5, 6.2.1h*

Academic Senate noted, as per Clause 9 of the Posthumous Awards and Aegrotat Grades Policy, the posthumous award noted in the paper.

### **2.4 SENATE EDUCATION COMMITTEE TERMS OF REFERENCE UPDATE**

*Higher Education Standard(s): 6.3.1a-c, 6.3.2.d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

#### **It was resolved (AS 25/02:07):**

*That Academic Senate approved the updates to the membership in the Terms of Reference of the Senate Education Committee.*

### **2.5 ACADEMIC PLANNING AND CURRICULUM APPROVALS COMMITTEE TERMS OF REFERENCE UPDATE**

*Higher Education Standard(s): 6.3.1a-c, 6.3.2.d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

#### **It was resolved (AS 25/02:08):**

*That Academic Senate approved the updates to the membership in the Terms of Reference of the Academic Planning and Curriculum Approvals Committee.*

### **2.6 RESEARCH STUDIES COMMITTEE TERMS OF REFERENCE UPDATE**

*Higher Education Standard(s): 6.3.1a-c, 6.3.2.d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

#### **It was resolved (AS 25/02:09):**

*That Academic Senate approved the updates to the membership in the Terms of Reference of the Research Studies Committee.*

### **2.7 STATEMENT OF SUSTAINED SCHOLARSHIP**

*Higher Education Standard(s): 3.2.2, 3.2.3, 3.2.4, 5.4  
Mitigation against risk(s) in Academic Senate Risk Register: 1*

Dr Nicolene Murdoch advised Senate that this paper had been developed in 2020 and had undergone a number of structural and naming changes. She said that the updated document had been distributed to Schools to ensure that Schools and partners meet requirements.

#### **It was resolved (AS 25/02:10):**

*That Academic Senate approved the Western Sydney University Statement of Sustained Scholarship and qualification standards for Third Party Providers, endorsed by Senate Education Committee.*

### **3. BUSINESS ARISING FROM PREVIOUS MEETINGS**

---

#### **3.1 EXTERNAL REVIEW OF ACADEMIC SENATE IMPLEMENTATION**

*Higher Education Standard(s): 6.1.3d, 6.3*

*Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 5, 6*

Professor Kevin Dunn pointed to the broader ongoing discussion querying whether university are governed adequately. The proposed changes to the Board of Trustees and Senate would ensure that the University responds to this discussion and satisfies TEQSA requirements. He said that the changes would result in more efficient and leaner sub-committees that speak more overtly to the TEQSA requirements and the HESF. For 2026, Senate would change the sequencing of meetings to precede Board of Trustees meetings. A special focus would be placed on monitoring performance and quality and on a better identification of management and monitoring functions with appropriate reporting ensured through the respective divisions. Changes would also be made to Senate membership to rebalance Senate in favour of discipline leadership and elected members. Professor Dunn also pointed out the recommended changes to the chairing of standing committees to have some committees chaired by non-executive academic staff.

He said the Working Group would work on clarifying some of some items in the review, particular, disciplinary leadership at Senate. Currently, the election is by rank however, a level D or E staff member may not be the discipline lead.

In the discussion, it was noted that chairing or co-chairing committee could be a great opportunity for level C academics to gain leadership experience. Additionally, as all disciplines do not have level D and/or E academics, this would give level C academics an opportunity to be discipline leads.

It was emphasised that the review had substance, and the University would take the recommendations seriously, especially in the current landscape. The University would need to evaluate changes and their implementation. It was further pointed out that the University's response to external review would be included in the re-registration submission to TEQSA. The implementation would also comprise benchmarking with other universities.

*Attachment 1: External Review of Board of Trustees and Academic Senate*

#### **3.2 2025 WORKPLAN**

*Higher Education Standard(s): 6.3.1-3*

*Mitigation against risk(s) in Academic Senate Risk Register:1, 3*

The Chair advised that the Academic Senate 2025 Forward Program document would be included in all Senate papers.

#### **3.3 SCHOOL REVIEW UPDATE**

*Higher Education Standard(s): 5.3*

*Mitigation against risk(s) in Academic Senate Risk Register: 3*

Professor Kevin Dunn relayed to Senate that the paper *What We Heard*, was a report on the feedback from staff. One key insight was that Schools are currently not being supported appropriately. He said that workload models needed to ensure

that staff are supported to have rewarding careers, and that academic staff need to have sufficient support to undertake research. Overall, there was a need to decrease in the governance work for academics to ensure they can focus on the core business of teaching and research. Professor Dunn said the current workloads did not result in the desired outcome, rather, they fostered rancour and conflict between management and academics.

Professor Dunn further stated the current academic structure was unusual for a university. He said that a faculty structure would be an efficient and affordable way to support retention and success. Conversations had taken place with Deans on how a faculty structure would work, whether to merge schools, and how to group schools to ensure minimum disruption. Professor Dunn said the recommendation of a faculty structure will be put to the Board of Trustees in June.

He advised that the next steps were to determine names for the faculties, to ascertain whether some disciplines needed to be realigned with other schools and to develop a funding model for this structure. Additionally, thought needed to be put the professional staff structure to support the schools and faculties, as well as how academic leadership is represented in the new structure.

Professor Dunn presented a draft structure and noted that when aligning schools with facilities, existing research collaboration and load, HDR supervision were considered, as well as the resulting size of the faculty.

Senate was assured that benchmarking had taken place, as well as extensive consultation to ensure that all had an opportunity to be heard.

Members noted that no funding details were captured in this presentation; neither were details on collaborations between Schools and Institutes. Senate queried the budget allocation in the new structure, and how Deans would be able to advocate for their School, given that it had been demonstrated that pooled resources have resulted in a decrease in service. Professor Dunn noted that the challenges of pooled resources and shared services would need to be unpicked. Meetings with Deans and key service owners would take place to implement a consistent and appropriate service model. The proposal aimed at resetting the University for growth, noting that disciplines were integral to this model.

The Vice-Chancellor agreed that there the amount of work involved in this change process was significant. He noted that the professional staff model may be quick to be developed but may take longer to implement. Distinguished Professor Williams emphasised that the focus was on teaching and research and argued for discipline-specific measures of research quality.

Senate was invited to submit their thoughts on how the faculties and disciplines can be better structured to have the right grouping in the right schools.

*Attachment 2: Schools Review Update*

## **4. GENERAL BUSINESS**

---

### **4.1 CHAIR'S REPORT**

*Higher Education Standard(s): 6.3.1, 6.3.2  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 5, 6*

The Chair relayed that there had been a greater focus on academic risk in sector and the monitoring of academic risk and performance.

### **4.2 VICE-CHANCELLOR'S REPORT**

*Higher Education Standard(s): 6.3.1, 6.3.2  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 5, 6*

The Vice-Chancellor reiterated his support of the Academic Senate. He noted that he had been dealing with the recent cyber incidents but expressed confidence that these issues would be fixed by the end of the year. He also pointed to the Schools Review, the Product Review and a review of the campus network as key elements of the new University's strategy.

Distinguished Professor Williams noted a lower-than-expected student load had been a dominating concern. He said there was a need to offer quality products that attract students. The Vice-Chancellor also voiced concerns about the quality of work when academics are teaching across multiple campuses. He said that one reason Western's load is below target was that students chose to attend sandstone universities, who are moving into the region, rather than Western.

The Vice-Chancellor pointed out that there had also been a reduction in domestic student EFTSL, a retention rate of 46%, an increase in part-time study, a high fail rate (over 50% for some subjects), cost of living pressures, extra offers from the University of Sydney and UNSW, and a decrease of the international market. By contrast, The College had seen an increase in students and student retention, which may be attributed to the change in teaching model. The College was currently on target for retention of 80%. Prior to the module change, retention had been 64%. The Vice-Chancellor said that a long-term change of teaching mode might be considered for the University.

Distinguished Professor Williams summarised that the loss of revenue meant that the budget and growth model needed to be revisited with impacts to jobs. He said, Western needed to be more competitive with a superior product strategy and collaboration with industry to ensure the University's success.

When asked whether the current reviews of Schools, programs and campuses would be accompanied by a review of research, the Vice-Chancellor stated that there were currently no plans to undertake such a review.

Senate asked about the University's future students strategy, especially focusing on high school recruitment. The Dean of the School of Education pointed out that our students could be ambassadors for the University, especially pre-service teachers. She also drew attention to the need to connect with students on social media and other appropriate platforms. Professor Simons also said that the School of Education and the Future Student Engagement team would be able to assist with staff in engaging with high schools.

The Dean of Health Sciences relayed that health sciences students needed to complete placements which can be expensive. The University should review how it can support the organisations that accept interns, noting that otherwise students might elect to study part-time.

The Vice-Chancellor also pointed out that the sector had seen a decrease by 10% of students completing high school, resulting in a reduction of students continuing into tertiary education. In addition, there had also been a reduction of students from equity groups attending university.

Responding to a question, the Vice-Chancellor said that Western was actively looking at a diversification of revenue, with the transnational education being one part of the strategy. Western was also aiming at a philanthropy increase from \$20 to \$50 million and working with industry to invest in the University's students, noting that these were more long-term solutions.

A Senate member questioned how the University will operationalise the changed definition of antisemitism and was advised that while Universities Australia has chosen to adopt a definition on antisemitism, Western was not changing its position. Western's focus was on student safety.

#### **4.3 STUDENT REPORT**

*Higher Education Standard(s) :6.3.3  
Mitigation against risk(s) in Academic Senate Risk Register: 3*

Mr Prasad Perera requested an update on the guardrails and framework for the use of Generative AI for HDR students and was advised that there was a relevant working group. However, the University was prioritising the Institutional Action Plan regarding AI and curriculum and assessments in a risk-based approach.

#### **4.4 ACADEMIC RISK FRAMEWORK**

*Higher Education Standard(s): 6.2.1e-f, 6.3  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3*

The Academic Senate was advised of the work currently undertaken on the risk management framework, a 12-month project. The methodology is ISO 31000 aligned (ISO 31000 is an international standard that provides principles and guidelines for risk management), in line with the new University strategy. The project would identify risks and map controls and features. At the top level, the framework delineated strategic risks from key operational risks to ensure clarity of purpose. Academic Senate was informed that more information would be provided, and feedback would be sought on the integration of academic risk.

*Attachment 3: Update to the Academic Senate | Strategic and Top Operational Risks*

#### **4.5 TEQSA RE-REGISTRATION UPDATE**

*Higher Education Standard(s): 6.3.2  
Mitigation against risk(s) in Academic Senate Risk Register: 1*

The Chair of the TEQSA Steering Group, Professor Maryanne Dever, informed Senate that the University was in the final stages of a comprehensive process towards submission, noting especially the work of Ms Rose Cutts.

Professor Cath Ellis presented an overview of the re-registration requirements and timing, and Ms Rose Cutts provided additional details on the approach, noting that the Steering Group had formed two sub-groups: one to cover research and the other to cover CRICOS. There had been extensive consultation both internal and external, with favourable feedback from external reviewers. The Senior Executive Team would review the submission in the following week before preparation for submission. TEQSA may request the University to provide additional information, but there is no site visit expected. Senate was advised that the assessment process could take six to twelve months to be finalised.

Senate was informed that the University was entering a new phase, moving away from a compliance-based approach and towards self-assurance. This work would be managed by the Office of Quality and Integrity and will enable easier reporting for Board and other committees. Senate was further advised that the reports were a snapshot in time.

Senate appreciated the amount of work involved in the submission and expressed satisfaction with the self-assurance reports.

#### **4.6 TRANSNATIONAL ACADEMIC GOVERNANCE**

*Higher Education Standard(s): 6.3.1, 6.3.2  
Mitigation against risk(s) in Academic Senate Risk Register: 1*

The Pro-Vice-Chancellor, Global said that the forthcoming changes in the academic governance structure would have impact the exact configuration of how transnational academic governance, along with the academic governance arrangements for third-party providers. Consequently, an update on arrangements would be presented once there was clarity about that.

##### **New Action:**

Update on Transnational Academic Governance to be provided when possible.

#### **4.7 REVISED AND RENAMED FREEDOM OF SPEECH AND ACADEMIC FREEDOM POLICY**

*Higher Education Standard(s): 2.3.4, 6.1.4  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 2*

Ms Sophie Buck noted the intention of merging the *Freedom of Speech Policy* and the *Academic Freedom Policy*. The policies aligned with the model code the University adopted in 2019 and would be on the Western Sydney University Policy Document Development System (Policy DDS) for comment. The policy would be presented to the June Board of Trustees meeting for approval. Ms Buck said the merger had taken place to simplify the policies and have clarity in one document, noting that no changes to the policy had been made.

The resulting discussion covered the difference between freedom of speech and academic freedom and the associated guidelines.

#### **4.8 UPDATE FROM SCHOOLS AND INSTITUTES**

*Higher Education Standard(s): 6.3.1a, b, c, 6.3.2d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 5, 6*

There were no updates from Schools or Institutes.

#### **4.9 QUESTIONS ON NOTICE/HOT TOPICS**

*Higher Education Standard(s): 2.1.2, 4.1, 5, 7.3.3  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3*

This item was postponed to the June meeting of Academic Senate to allow Ms Bianca Jordaan, Chief Information and Digital Officer to attend Senate and respond.

#### **4.10 APPOINTMENT OF UNDERGRADUATE STUDENT MEMBER IN GRS SAC**

*Higher Education Standard(s): 6.3.3  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

Academic Senate noted the appointment of an undergraduate student member of GRS SAC.

### **5. REPORTS FROM COMMITTEES**

---

Chairs of the Senate Standing Committees were invited to provide brief updates of the key developments from the committee and were reminded to include a one-page summary of their last meeting with the minutes in response to the recommendations from the external review.

## **5.1 SENATE EXECUTIVE COMMITTEE**

*Higher Education Standard(s): 6.3.1a, 6.3.1d, 6.3.2d  
Mitigation against risk(s) in Academic Senate Risk Register: 3*

The report of the Senate Executive Committee e-meeting (Meeting e25/01) held on 19 – 25 March 2025 was noted by members and consisted of the following items:

- Research Studies Committee Revised Membership  
*Endorsement of Associate Professor Mourad Tayebi as Deputy Chair.*
- Research Committee Revised Membership  
*Approval of updates to the membership in the Research Committee's Terms of Reference.*

## **5.2 ACADEMIC PLANNING AND CURRICULUM APPROVALS COMMITTEE**

*Higher Education Standard(s): 5.1.1, 5.1.2, 5.1.3, 5.2.1, 6.3.1a, c, 6.3.2c, d, f  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 2, 3*

The confirmed minutes of the Academic Planning and Curriculum Approvals Committee (APCAC) meeting held on 13 February 2025 (meeting 25/01) and the unconfirmed minutes of the Academic Planning and Curriculum Approvals Committee (APCAC) meeting held on 25 March 2025 (meeting 25/02) were appended for noting.

Professor Cath Ellis noted that the University would be moving out of the curriculum freeze shortly.

## **5.3 SENATE EDUCATION COMMITTEE**

*Higher Education Standard(s): 6.3.1a-d, 6.3.2d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 1, 3*

The unconfirmed minutes of the Senate Education Committee meetings held on 4 March 2025 (meeting 25/01) were appended for noting.

Professor Maryanne Dever, the Chair of the Committee, advised Senate that a summary of the first meeting of the Senate Education Committee was included in the papers. The Committee was evaluating its effectiveness to ensure that it is better aligned with the University's strategy. It also considered updates on the product strategy at its second meeting.

Professor Dever drew Senate's attention to the UAC Student Lifestyle and Learning Report, which captures aspirations of school leavers. She said this report had implications for load. She said the situations and preferences of school leavers needed to be better understood. There was a need to get in touch what students are looking for, noting that the cost-of-living impacts and the way cost of living is factored into study cost. Professor Dever pointed out some focus points for students as expressed in the report, e.g. whether there was free food or Wi-Fi on campus.

### **New Action:**

Professor Dever to provide the *UAC Student Lifestyle and Learning Report 2025* and *Scyne report on WSU student experience*, to the Secretary for dissemination to Senate members.

#### **5.4 SENATE ASSESSMENT COMMITTEE**

*Higher Education Standard(s): 6.3.1a-d, 6.3.2e-f*  
*Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 5*

The unconfirmed minutes of the Senate Assessment Committee held on 18 March 2025 (meeting 25/02) were appended for noting.

The chair of the committee, Professor Brian Stout, noted the inclusion of a summary of the last meeting in the papers and relayed that the Committee was focused on misconduct and AI, assessment design and impact on staff and students. The committee meeting was an opportunity to share good practices.

Professor Stout also pointed out that the Committee had also been able to respond to a matter raised by SRC, which was a request for assessments submissions to have a standard close time of 11:59pm. He said that the standard submission time close of 11:59pm would be officially adopted in 2026 but advised that nothing prevented an immediate implementation.

#### **5.5 RESEARCH COMMITTEE**

*Higher Education Standard(s): 6.3.1a-, 6.3.2e-f*  
*Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 6*

There were no Research Committee minutes for noting.

The Chair of the Committee, Professor Deborah Sweeney, noted that the Committee considered updates on research performance in 2024, the scholarship round and the research self-assurance report for the TEQSA. Professor Sweeney said the Committee had reviewed QS discipline rankings, the annual report on ethics regarding animal, human and biosafety research and how to increase the quality of research submissions.

Professor Sweeney noted that the Division were finalising the response to the ARC review with feedback from the Research Quality Forum and advised of the removal of the ARC Linkage Infrastructure, Equipment and Facilities (LIEF).

#### **5.6 RESEARCH STUDIES COMMITTEE**

*Higher Education Standard(s): 6.3.1a-, 6.3.2e-f*  
*Mitigation against risk(s) in Academic Senate Risk Register: 1, 3, 6*

The unconfirmed minutes of the Research Studies Committee meetings held on 11 February 2025 (Meeting 25/01) and 25 February 2025 (Meeting 25/02), the unconfirmed minutes of the Research Studies Committee meeting held on 11 March 2025 (Meeting 25/03) and the report of e-meeting e25/01 were appended for noting by the Senate.

The Deputy Chair of the Committee, Associate Professor Mourad Tayebi, noted the need of a standardised process in relations to fee waivers for international students and requested that the Committee had asked the GRS to provide relevant data to inform policy.

## **5.7 ACADEMIC SENATE POLICY COMMITTEE**

*Higher Education Standard(s): 5.2.1, 6.3.1a-c, 6.3.2.d-f  
Mitigation against risk(s) in Academic Senate Risk Register: 2*

The were no Academic Senate Policy Committee minutes for noting.

Professor Kevin Dunn noted that the Committee has not met in 2025, however, the Committee has since its inception, embarked on the consolidation of policies with several policies under review. These policies include the *Articulation Pathways Policy*, the *Student Feedback Policy* and the *Curriculum Design and Approvals Procedures - Graduate Attributes*. The Committee will also review the *Microcredential Procedures* before its possible disestablishment.

## **5.8 THIRD-PARTY PROVIDER COMMITTEE**

*Higher Education Standard(s): 5.4.2, 6.3.1a, 6.3.1d, 6.3.2d  
Mitigation against risk(s) in Academic Senate Risk Register: 1,3*

The unconfirmed minutes of the Third-Party Provider Committee meeting held on 5 February 2025 (Meeting 25/01) were appended for noting.

Dr Nicolene Murdoch relayed that the Committee was working on academic governance and business continuity of partners and was conducting a review of partnerships. The Committee would bring any require changes to Senate for consideration.

## **5.9 BOARD OF TRUSTEES**

The next meeting of the Board of Trustees was scheduled for Wednesday 9 April 2025. Summaries and minutes of the Board of Trustees meetings are available on the University website at:

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

## **5.10 2024 ANNUAL REPORTS**

The purpose of this item is for Senate to ensure that all Standing Committees of Academic Senate are carrying out their functions in accordance with their Terms of Reference.

### **5.10.1 ACADEMIC SENATE APPEALS COMMITTEE | June 2025**

## **6. OTHER BUSINESS**

---

No other business was raised at the meeting.

## **7. NEXT MEETING**

---

The next meeting of the Academic Senate Committee (25/03) will be Friday 20 June 2025 at 9:30am at Parramatta South Campus, Boardroom 1 (PS-EB.2.02).

The meetings scheduled for 2025 is as follows:

- 25/03 - Friday 20 June 2025
- 25/04 - Friday 15 August 2025
- 25/05 - Friday 10 October 2025
- 25/06 - Friday 5 December 2025

The meeting formally closed at 12:29pm.



# EXTERNAL REVIEW OF BOARD OF TRUSTEES AND ACADEMIC SENATE

Professor Kevin Dunn  
Provost

- Universities have a unique layer of governance related to academic quality.
- Wells Review - conducted by Minter Ellison Consulting (formerly Wells Advisory) in late 2024.
- Initial findings presented to Board of Trustees on 2 December 2024 and Academic Senate on 6 December 2024.
- Response to the Report presented to Board on 21 February 2025 and to Academic Senate on 24 February 2025.
- Implementation Working Group have provided a 'Response to the Recommendations' of the Minters review, detailing actions, their status, the responsible owner and the expected timeframe.
- Contemporary debate across the Higher Education system on the state of University governance

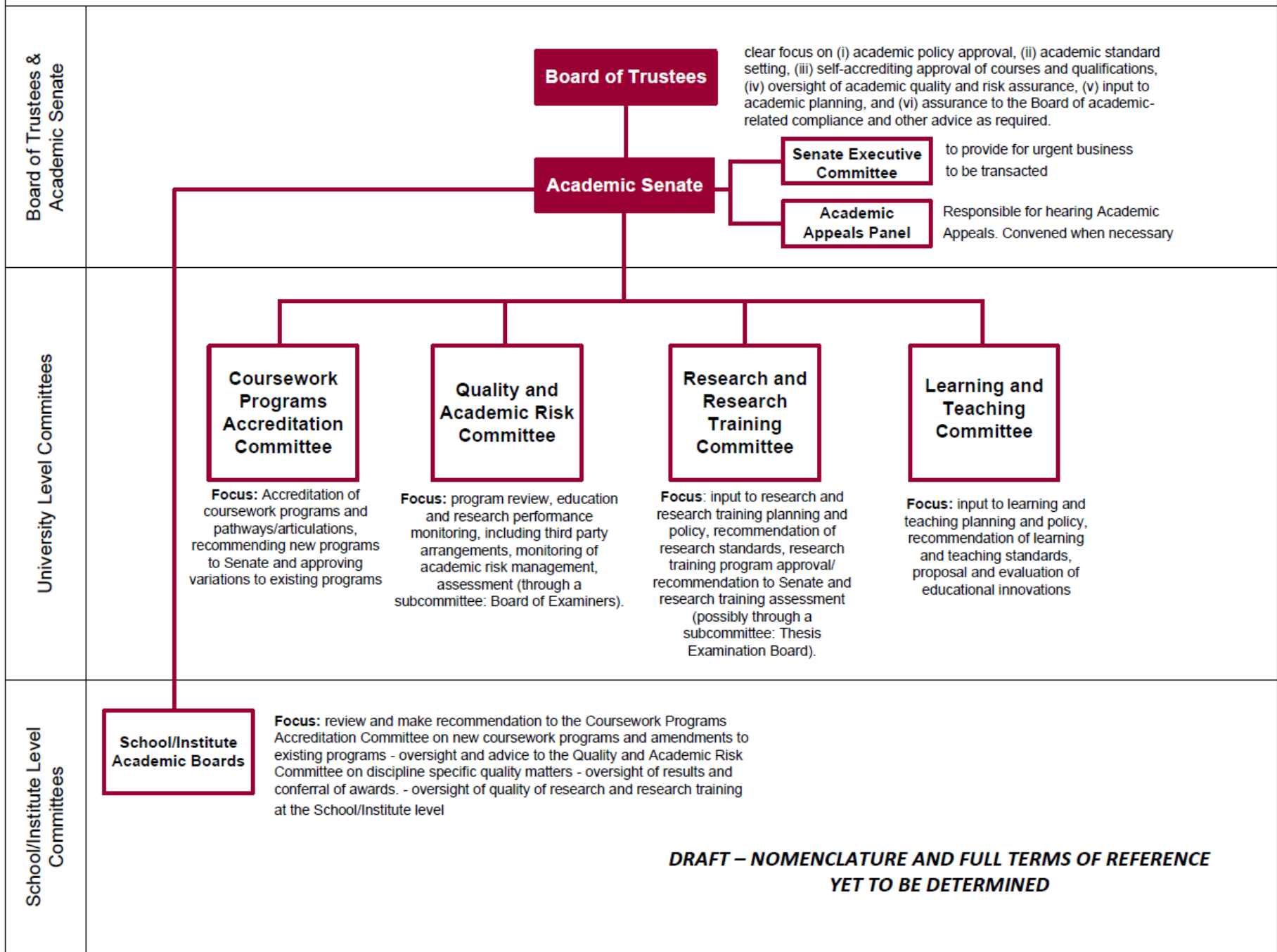
## ***Recommendations relating to Board of Trustees:***

- Changes to key governance were recommended to the Board of Trustees on 9 April:
  - Revised Board of Trustees Charter; and
  - Revised Western Sydney University (Constitution) Rule.
  
- Suggested changes align to TEQSA requirements and definitions.
  
- Remaining recommendations for the Board of Trustees will be implemented and delivered throughout 2025 and 2026.

## ***Recommendations relating to Academic Senate:***

- The key elements of a ‘reset’ of Academic Senate have been considered by the Implementation Working Group:
  - Senate sub-committee structure is to be reduced and the scope is to be revised (see proposed Academic Governance Structure on next slide);
  - Academic Senate meetings are to be held prior to Board of Trustee meetings;
  - Reporting to the Board will move to be data-led, based on agreed measures of academic standards and performance;
  - Sub-committee reporting to Academic Senate will be regular and include reports on any exercise of delegated decision-making;

# DRAFT CONCEPT - Western Sydney University Academic Governance Structure



## ***Recommendations relating to Academic Senate (cont.):***

- Composition of the Academic Senate to be reduced and rebalancing of representation from senior management, discipline leaders, elected members and externals;
- Appropriate resourcing for Academic Governance, including for Office of Governance Services and an additional Deputy Chair of Academic Senate;
- Improve onboarding of new members.

# Schools Review Update

**Professor Kevin M Dunn**  
**Provost, Western Sydney University**

# Schools Review Overview

## Top Level Finding



Schools are not **optimally supported** to enable the University to meet the Strategic Plan ambitions to lift **student success** and **satisfaction**, and to ensure that **staff in schools** have **satisfying opportunities and careers**.

## Key Recommendations



**Support for Schools:** Develop a proposal for a new operating model for the delivery of professional services across Schools and Divisions.



**Academic Structure:** Develop a proposal for a revised organisational design for the Schools.



**Academic Governance:** review the design and work of key School governance roles, including Academic Program Advisors and Directors of Academic Programs.



**Academic Workload:** Review and redesign the University's academic workload model to ensure transparency & fairness, and that it reflects the nature and scope of work undertaken.

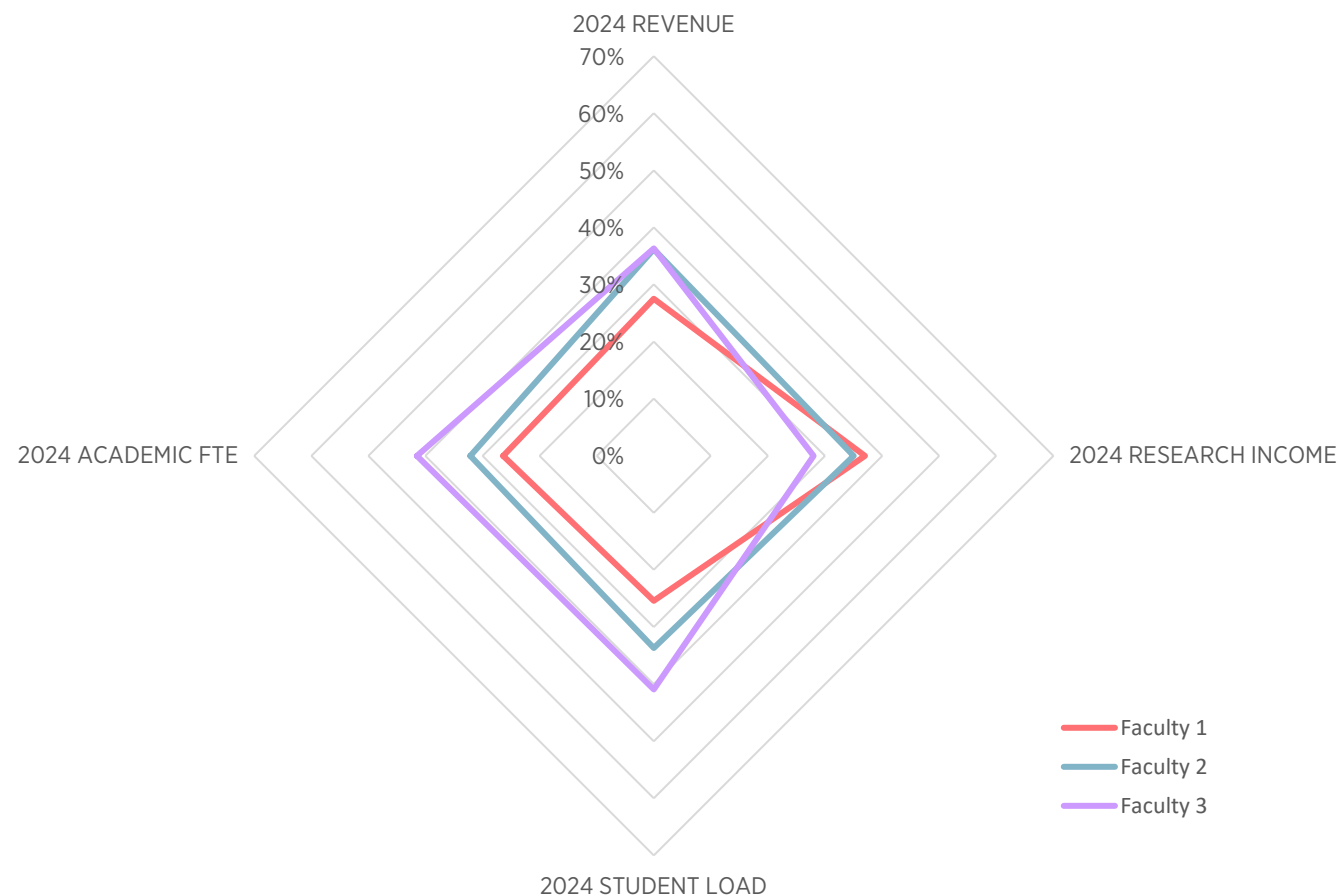
# Schools Review Overview

## Plan Ahead

Release of <i>What We've Heard</i>	April 2025
Senate consultation	April 11 <sup>th</sup> 2025
Recommendation to Vice-Chancellor (ToR 1&6)	April 2025
Consider discipline shifts between schools	April 2025
Process for determining names of the faculties	April – May 2025
Board of Trustees consideration	June 4-5 <sup>th</sup> 2025
Professional Services Model Redesign (ToR 2,3&8)	Q2
Faculty Leadership & Structure design	Q2
Academic Governance (ToR 6&8)	Q2 consultation, Q3 design
Review of PhD pathway & HDR admin, SDVCREG (ToR 5)	Q2 – Q3
Review of School and Institute collab, SDVCREG (ToR 4)	Q2 – Q3
Academic Workloads (ToR 7)	Q3 consultation, Q4 design

# Sample Faculty Model 3a – Evaluation of Potential Faculty Performance Dimensions

<b>1</b>	<b>Faculty of STEM*</b>	<b>2</b>	<b>Faculty of Health*</b>
	Science		Medicine
	Computing Data and Maths Science		Nursing and Midwifery
	Engineering, Design and Built Environment.		Health Sciences
			Psychology
<b>3</b>	<b>Faculty of HASS*</b>		
	Social Science		Education
	Business		Humanities & Communications
	Law		



- In this faculty model, the Faculty of HASS (Faculty 3) demonstrates a strong position with the highest levels of academic Full-Time Equivalent (FTE) rates, student enrolment, and overall revenue. The Faculty of Health (Faculty 2) showcases an impressive share of revenue as well, complemented by a notably higher research income, even though it has a somewhat lower academic FTE and student enrolment compared to the Faculty of HASS. Additionally, the Faculty of STEM (Faculty 1) excels in research income, while having 15% less in academic FTE and student enrolment. This faculty model offers the most balanced portfolio among the four sample models analysed. The difference in academic FTE and student load also depends on the product review and future growth of the faculty, which should be taken into account.

\*Names to be determined



**UPDATE TO THE ACADEMIC SENATE  
STRATEGIC AND TOP OPERATIONAL RISKS**

---

**APRIL 2025**

## Overview

Western Sydney University is refreshing its Risk Management Framework to ensure strategic and operational risks are well-governed, clearly defined, and aligned with the delivery of the Unlimited 2030 Strategy. This work is grounded in ISO 31000:2018 and informed by sector benchmarking and extensive engagement with internal stakeholders, including the Vice-Chancellor, Senior Executive Team, and risk owners.

# 1

### METHODOLOGY & APPROACH

- Five-step ISO-aligned process
- Engagement with the Vice-Chancellor, Senior Executive Team, and risk owners

# 2

### STRATEGIC & TOP OPERATIONAL RISKS

- Identification, appetite setting, risk analysis, and treatment planning
- Informed by executive input and strategic priorities






# 3

### BENCHMARKING & SECTOR ALIGNMENT

- Comparison with Monash, USYD, UNSW, and Protiviti global frameworks
- Validation of risk coverage and relevance

## Methodology and Approach

The University’s approach follows a five-stage methodology aligned with ISO 31000:2018, with a focus on consistency, strategic alignment, and executive ownership. This process strengthens clarity on risk appetite, controls, ownership, and monitoring, and ensures alignment to both internal priorities and sector standards.

STEP	WHAT WE'RE DOING	HOW WE'RE DOING IT	OUTCOME	WHAT ARC WILL SEE	STATUS
 <b>1. Set the Risk Baseline</b> <i>(Risk Identification)</i>	Define strategic and key operational risks aligned to Unlimited 2030 and sector context.	Engagement with the Vice-Chancellor and SET, sector benchmarking.	Agreed list of strategic and operational risks with themes	Risks with Owners	Workshops complete, along with roundtable with SET.
 <b>2. Define Risk Appetite</b> <i>(Appetite Clarification)</i>	Clarify risks the University won't accept, will manage, or is willing to take.	One-on-one sessions with risk owners to draft appetite statements.	Appetite statements for each risk category	Updated Risk Appetite Statement	Underway
 <b>3. Understand the Risks</b> <i>(Risk Analysis and Evaluation)</i>	Analyse risk causes, consequences, and contextual factors.	Executive workshops applying structured analysis	Risk profiles to support prioritisation and response	Risk summaries with inherent ratings and analysis outputs	3 of 19 risks complete
 <b>4. Map Controls and Treatments</b> <i>(Risk Treatment Planning)</i>	Identify current controls, assess effectiveness, and plan treatments.	Workshops with executives to review controls, owners, and gaps.	Documented treatment plans with controls, resources, and timelines.	Control effectiveness ratings and mitigation plans	3 of 19 risks complete
 <b>5. Monitor, Measure, and Report</b> <i>(Monitoring and Review)</i>	Establish key risk indicators (KRIs), performance measures, and early warning triggers.	Collaborate with executive sponsors to define monitoring approach	Risk monitoring and escalation framework	Draft KRI dashboard, escalation thresholds, and reporting cadence.	3 of 19 risks complete

**Western Sydney University has defined both strategic and key operational risks in line with sector better practice.**

**Strategic risks** stem from **external disruptions** that create uncertainty, affecting our ability to achieve strategic objectives, remain competitive, and deliver long-term impact.

**Key operational risks** arise from **internal processes, governance structures, and service delivery challenges** that, if not effectively managed, could impact efficiency, compliance, financial stability, and institutional resilience.

These categories have been kept separate to ensure clarity of purpose, enable differentiated governance and accountability, and support more targeted oversight by the Audit and Risk Committee.

# RISK MANAGEMENT FRAMEWORK REFRESH | STRATEGIC AND KEY OPERATIONAL RISKS FOR COMMENT



STRATEGIC RISK		Proposed Risk Owner/s	Inherent Risk	Residual Risk*	Risk Appetite	RR Vs RA	
<b>S1</b>	<b>International Student Caps</b>	Shifts in Australian policy, regulatory settings, and geopolitical dynamics disrupt operations, including student caps weaken performance, and constrain strategic execution.	VC	Critical	High	Medium	Outside
<b>S2</b>	<b>Increased Competition in Western Sydney</b>	Increased competition from new and non-traditional entrants erodes market position and challenges the University's relevance.	VC	High	High	Medium	Outside
<b>S3</b>	<b>Student Load</b>	Inability to attract and retain sufficient students to meet enrolment targets, market share objectives, and budget settings.	VC	Critical	High	Low	Outside
<b>S4</b>	<b>Student Success</b>	Failure to equip students for success through the delivery of quality programs and a high-quality student experience.	DVC (Education) Provost DVC (Indigenous) VP (Operations)	Critical	Medium	Medium	Within
<b>S5</b>	<b>Research Capability</b>	Erosion of research capability and disciplinary depth, undermining the University's ability to deliver excellence in teaching, research, and commercialisation.	SDVC (Research) Provost	High	TBD	Medium	TBD
<b>S6</b>	<b>Generative AI</b>	Failure to adapt to the opportunities and challenges posed by artificial intelligence, impacting relevance, performance, and innovation.	SVP & COO DVC (Education) SVP & COO	High	Medium	Medium	Within
<b>S7</b>	<b>Foreign Interference</b>	Failure to prevent foreign interference.	SDVC (Research)	High	Low	Low	Within
<b>S8</b>	<b>Social Licence</b>	Failure to fulfil the University's public purpose, maintain public trust, and contribute to Western Sydney's economic growth.	VC	High	Medium	Medium	Within
<b>S9</b>	<b>Deliver Strategic Outcomes</b>	Inability to deliver the Unlimited 2030 Strategic Plan, limiting the University's capacity to harness academic and commercial opportunities and respond to change.	VC	High	Medium	Medium	Within
<b>S10</b>	<b>Talent</b>	Failure to build a culture that attracts and retains key talent and leadership, weakening long-term capability.	SVP & COO CPO	High	High	Low	Outside

OPERATIONAL RISK		Proposed Risk Owner/s	Inherent Risk	Residual Risk*	Risk Appetite	RR Vs RA	
<b>O1</b>	<b>Staff and Student Wellbeing</b>	Failure to ensure the health and safety of university staff, students and visitors.	SVP & COO CPO	Critical	Medium	Low	Within
<b>O2</b>	<b>Cybersecurity</b>	Cyber-attacks or digital disruptions compromise data, disrupt operations, and harm the student experience, leading to financial and reputational damage.	SVP & COO CIO CISO	Critical	High	Low	Outside
<b>O3</b>	<b>Data Protection</b>	Failure to secure and manage sensitive data, compromising trust, student experience, and reputation.	University Secretary	Critical	High	Low	Outside
<b>O4</b>	<b>Pay Confidence</b>	Inability to pay staff accurately and on time, in line with employment instruments and legislative requirements.	SVP & COO CPO	Critical	High	Low	Outside
<b>O5</b>	<b>Financial Capability</b>	Insufficient financial capacity and operational margin to sustain core functions and achieve strategic objectives.	CFO	High	Medium	Low	Outside
<b>O6</b>	<b>Reliance on Third Parties</b>	Poor oversight of third-party providers causes business disruptions, system failures, and reputational damage.	CFO SVP & COO CIO CISO	High	Medium	Medium	Within
<b>O7</b>	<b>Global Delivery</b>	Inability to manage international third-party providers leads to compliance breaches, academic quality risks, reputational damage, and financial loss, impacting regulatory alignment, contractual obligations, student experience, and global standing.	SDVC (Research) Pro VC Global	High	Medium	Medium	Within
<b>O8</b>	<b>IT &amp; Physical Infrastructure</b>	Existing operations and IT infrastructure fail to meet performance expectations, limiting the university's ability to deliver the Unlimited 2030 Strategic Plan.	SVP & COO CIO CISO	High	High	Medium	Outside

\*Ownership has been self-assessed and confirmed by the nominated risk owner, in line with Step One of the methodology. Future steps will focus on detailed planning, control assessment, and the development of a supporting data and evidence base.