

**WESTERN SYDNEY**  
UNIVERSITY



ANNUAL REPORT  
2024



**The Year in Review**

Volume 1

## ACKNOWLEDGEMENT OF COUNTRY

With respect for Aboriginal cultural protocol and out of the recognition that its campuses occupy their traditional lands, Western Sydney University acknowledges the Darug, Eora, Dharawal (also referred to as Tharawal) and Wiradjuri peoples and thanks them for their support of its work in their lands (Western Sydney and beyond).

## LETTER OF SUBMISSION

30 April 2025

Dear Minister,

The Board of Trustees of Western Sydney University is pleased to submit the Annual Report of the proceedings of the University and its audited Financial Statements for the year ended 31 December 2024 for your presentation to the New South Wales Parliament.

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

Yours sincerely,

**Professor Jennifer Westacott AO**

Chancellor

**Distinguished Professor George Williams AO**

Vice-Chancellor and President

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## A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

We are pleased to present the 2024 Annual Report for Western Sydney University.

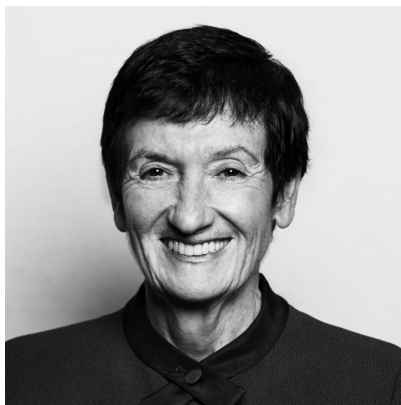
Western Sydney University is an anchor institution for the region of Western Sydney. Our mission is to deliver world-class higher education; an exemplary student experience; research with impact; and dynamic, thriving Western Sydney communities.

Our mission is focused on our students and our community, and so too should this report. Western Sydney is home to 2.7 million Australians, and its population is projected to grow to 3.2 million by 2036. The people of Western Sydney come from 170 different countries and the region includes Australia's largest urban Indigenous population. Within the University, two-thirds of our students are the first in their family to go to university. We also have the largest number of students from low socio-economic backgrounds and the largest number of students from non-English speaking backgrounds in Australia. Our community is vibrant and resilient, and its greatest strength is its diversity.

Through innovation, knowledge and research, the University is focused on driving the social and economic transformations that our communities need.

In 2024, the University has achieved significant successes. For the third year in a row, the University placed first in the world for its social, economic and environmental impact in the Times Higher Education (THE) University Impact Rankings. It is the first time any university in the world has achieved this triple feat. In 2024 we also took the step of joining the Nature Positive Universities network, an initiative led by the United Nations (UN) and the University of Oxford; were named as one of the world's top universities in the QS World University Rankings by Subject, with eight of our subjects ranked within the top 200; and announced as the recipient of two prestigious SAGE Cygnet Awards for Indigenous Staff and Academic Promotions.

Our successes also include the opening of our new student hub Fairfield Connect, which welcomed more than 6,600 visitors, hosted more than 91 events and workshops, and engaged with more than 100 local



**Professor Jennifer Westacott AO**  
Chancellor

community organisations in just nine months – building important connections and laying the groundwork for deeper community partnerships. As part of our leading Transnational Education (TNE) programs, 2024 also saw the opening of the University's first standalone offshore campus in Surabaya, Indonesia, as well as the announcement of our significant steps towards establishing a campus in Greater Noida, Uttar Pradesh, India.

The social and economic impact of the University is being recognised by philanthropic investors and government. In 2024, the University accepted a landmark donation of \$7.9 million to establish the Harvey Norman Young Women's Leadership Academy at the Auburn Girls High School. This initiative is designed to increase the social, economic and educational participation of young women in Western Sydney, creating and the next generation of female role-models and contributors. The Blackmore Family Foundation donated \$10 million to strengthen the NICM Health Research Institute's research capabilities. We also welcomed a \$16.7 million Federal Government commitment toward our Agri Tech Precinct at Hawkesbury.

As Australia's third largest city economy, Western Sydney produces 31 per cent of Sydney's Gross Regional Product. More than 150 of the nation's top 500 companies operate in the region, which has become a global centre for trade, innovation and learning. With the Western Sydney International Airport expected to open in 2026, the region will have the world at its back door. It is the University's role to help facilitate and optimise opportunities for the people of Western Sydney to leverage and benefit from the region's growth.

In 2024, the Centre for Western Sydney launched Unlimited Potential – an ambitious 30-year economic blueprint aimed at reshaping the future of Western Sydney. The report outlines a once-in-a-generation economic strategy to deliver higher incomes, better job opportunities, and an improved quality of life for residents, by transforming Western Sydney's economy and harnessing its potential.

Within the University, we also progressed with the development of our new strategic plan, UNLIMITED 2030, which will be



**Distinguished Professor George Williams AO**  
Vice-Chancellor and President

released in 2025. Consultation on UNLIMITED 2030 involved more than 140 engagement activities, with 870 staff and students participating in focus groups and webinars, and 1,100 engagements on Instagram Live.

As this report is being compiled, the higher education sector and the broader Australian community are facing considerable challenges. Technology also presents ongoing risks for the sector in areas such as cyber security and risks and opportunities in new technologies, including Artificial Intelligence. Meanwhile, across our campuses and in our communities, people are under immense pressure due to the cost-of-living and housing crises, and social cohesion is being tested. Universities are having to navigate complex discussions on freedom of speech and academic integrity, whilst also prioritising their responsibility to support students.

We are proud of the strong stance that Western Sydney University has taken against antisemitism – condemning hatred in all its forms – as well as our sector-leading advocacy for domestic and international students. In 2024, we highlighted the unfair legacy of the 2021 Job-ready Graduates Package (JRGP) – which is loading arts and humanities undergraduate students with three-year debts of over \$50,000 – and emphasised the impact of international student caps on students and the region.

Our community is vibrant, strong and resilient – but many are struggling to keep up with basic living costs. We have seen this on our campuses, where students have told us that they cannot afford groceries. In response, the University rallied together and established the Western Pantry initiative which has served approximately 14,000 dinners and 9,000 breakfasts across our campuses in 2024.

As this Annual Report shows, Western Sydney University is firmly focused on prioritising what matters most: the wellbeing of our people.

**Professor Jennifer Westacott AO**  
Chancellor

**Distinguished Professor George Williams AO**  
Vice-Chancellor and President

# OVERVIEW

## Aims and Objectives | Charter

**Western Sydney University is established under the *Western Sydney University Act 1997*. The University operates by this Act and the associated *Western Sydney University By-law 2017*.**

The Act constitutes the University and prescribes its functions and the authority of its governing body, the Board of Trustees. Section 8(1) of the Act defines the object of the University as “the promotion, within the limits of the University’s resources, of scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence.”

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

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

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

# OVERVIEW

## Management and Structure

### BOARD OF TRUSTEES MEMBERS

#### OFFICIAL MEMBERS

Professor Jennifer Westacott AO, Chancellor  
Emeritus Professor Barney Glover AO,  
Vice-Chancellor and President (ended  
10 April 2024)

Professor Clare Pollock, Interim Vice-  
Chancellor and President (commenced  
11 April 2024 to 22 July 2024)

Distinguished Professor George Williams AO,  
Vice-Chancellor and President (commenced  
22 July 2024)

Professor Robert Mailhammer,  
Chair of Academic Senate

#### APPOINTED MEMBERS (MINISTERIAL)

Ms Holly Kramer, Pro-Chancellor  
(ended 31 March 2024)

Mr Brendan Thomas  
(commenced 6 August 2024)

Mr Simon Hickey

#### APPOINTED MEMBERS (BOARD)

Ms Elizabeth Dibbs, Deputy Chancellor

Ms Kerry Stubbs, Deputy Chancellor

Dr Linda O'Brien AM, Pro-Chancellor

Mr Lee Pinder, Pro-Chancellor

Mr Joseph Carrozzi AM

(ended 26 May 2024)

Ms Gabrielle Trainor AO, Pro-Chancellor  
(commenced 27 May 2024)

Mr James Christian PSM

Dr Amanda Larkin

Ms Georgia Lee

Ms Natalia Centellas (nee Vukolova),

Graduate Member

#### ELECTED MEMBERS

Professor Alison Downham Moore,  
Academic Staff

Mr Leslie Cowles, Professional Staff

Ms Payal Shah, Postgraduate Student  
(ended 30 June 2024)

Mr Sonu, Postgraduate Student  
(commenced 18 July 2024)

Mr Aymen Tabikh, Undergraduate Student  
(ended 16 May 2024)

Miss Swetha Kumar, Undergraduate Student  
(commenced 18 July 2024)

### BOARD OF TRUSTEES BOARD CHARTER

The Board of Trustees is the governing body of the University with functions prescribed under the *Western Sydney University Act 1997*. The Board acts for and on behalf of the University. Its key functions are to develop broad policies and strategic plans with respect to the University, manage the University's resources and monitor the University's performance. The members – official, appointed and elected – meet approximately six times each year in addition to a strategic planning day. The Board is supported in its work by a number of specialist committees and advisory councils.

Details about the Board, including summaries and minutes of meetings, are published on the University's web site at:

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

The compliance statement of the Board of Trustees is contained in Appendix 1 of this report.

The number of meetings attended by each member is contained in Appendix 2 of this report.

### SUMMARY OF KEY BOARD DELIBERATIONS IN 2024

Key decisions of the Board of Trustees during 2024 included:

- Selected the new Vice-Chancellor, Distinguished Professor George Williams AO, who commenced in July 2024
- Approved the University applying to establish a Western Sydney University High-Tech Agriculture Campus in India
- Approved the application to submit a tender in response to the NSW Police Force Constable Education Program Request for Proposal
- Disestablished the Board Executive Committee and established a Remuneration and Nominations Committee effective 1 January 2025
- Disestablished the University Infrastructure Committee and established a Cyber and Information Technology Committee (CITC), effective 1 January 2025
- Amended the remit of the Finance and Investment Committee effective 1 January 2025 to include consideration of infrastructure matters
- Approved the voluntary deregistration of NUW Co Pty Ltd
- Approved the negotiation of an IP license agreement with Optera
- Approved the development and/or divestment of Campbelltown Stage 6
- Approved the University entering into a Biodiversity Stewardship Agreement (BSA) with the Credit Supply Taskforce, Biodiversity Conservation Trust of New South Wales (BCT) for an area of approximately 211 hectares on the Hawkesbury campus
- Revoked three awards of the University which had been conferred on individuals who had been found to have engaged in contract cheating
- Approved the naming of the building EB at Parramatta South Campus the Barney Glover building
- Approved the establishment and disestablishment of a number of Category eight positions and the establishment and disestablishment of Divisions, as part of University organisational restructures.

The Board drives the University's strategic direction and spent considerable time throughout 2024 and at its annual Strategy Day in June developing and approving the

draft *Unlimited 2030 - Western Sydney University Strategic Plan (2025 – 2030)*.

As part of good governance, the Board commissioned an independent review of Corporate and Academic Governance, prepared for Western Sydney University by MinterEllison Consulting, which was considered at the December 2 Board meeting. It also developed a revised skills and diversity matrix of members.

The Board also received regular updates and held out-of-session meetings relating to a number of notifiable Cyber Breaches that occurred in 2024. They noted the University's strategic response to the 2024 unauthorised access incidents and noted the progress in establishing the broader program of works to return the University's cyber risk posture to within risk appetite.

The Board also approved the following Governance instruments:

- The Global Network Policy and the revised Controlled and Associated Entities Governance Framework
- Revised Board of Trustees Charter
- New Remuneration and Nominations Committee Charter
- New Cyber and Information Technology Committee Charter
- Revised Charters for the Finance and Investment Committee, Audit and Risk Committee and the People and Culture Committee
- Revised Western Sydney University (Governance) Rule 2017
- Revised Board of Trustees Standing Orders
- Revised Delegations of Authority Policy and Schedules
- the Western Sydney University 2024 Modern Slavery Statement.

The Board also noted reports from Academic Senate on:

- Course and unit reviews held throughout the year
- Monitoring of academic standards, integrity and risk
- The approval of a range of academic scholarships.

## BOARD AND COMMITTEE MEMBERSHIP

Key membership changes to the Board in 2024 included:

- Ms Holly Kramer resigned from her position as a Ministerial Member of the Board of Trustees, effective 31 March 2024. Mr Brendan Thomas was appointed as a Ministerial appointee by the Minister on 6 August 2024.
- Emeritus Professor Barney Glover AO resigned from his position of Vice-Chancellor and President, and therefore his position on the Board of Trustees, from 10 April 2024. Professor Clare Pollock, interim Vice-Chancellor served on the Board from 11 April 2024 to 22 July 2024, and Distinguished Professor George Williams AO commenced in his ex-officio capacity on the Board of Trustees from 22 July 2024.
- Mr Joseph Carrozzi AM resigned from the Board, effective 26 May 2024. Ms Gabrielle Trainor AO was appointed as a Board appointed member and Pro-Chancellor, effective 27 May 2024.
- Ms Payal Shah concluded her term as an elected postgraduate representative on 30 June 2024. Mr Sonu was elected as the postgraduate representative, commencing 18 July 2024
- Professor Alison Downham Moore commenced her term as the elected Academic Staff member on the Board on 1 January 2024.
- Mr Aymen Tabikh was elected as the undergraduate student representative on the Board of Trustees, commencing on 1 January 2024. He resigned effective 16 May 2024, and Miss Swetha Kumar was elected as the undergraduate student representative, effective 18 July 2024.
- Ms Natalia Centellas (nee Vukolova) concluded her 4-year term as the Graduate Member of the Board of Trustees on 31 December 2024.

The Board made new appointments and reappointments to its Audit and Risk Committee, Finance and Investment Committee, University Infrastructure Committee and People and Culture Committee. It also approved the membership of the new Remuneration and Nominations Committee and the Cyber and Information Technology Committee.

## HONORARY AWARDS AND TITLES

The following Honorary Awards and Titles were conferred in 2024:

### Doctor of Letters (*honoris causa*)

Mr Elie Georges Chami  
Mr Joel Michael Edgerton  
Emeritus Professor Barney Glover AO  
The Hon Professor Prudence Goward AO  
The Hon Marise Payne  
Emeritus Professor Mandy Thomas

### Doctor of Science (*honoris causa*)

Professor Iona Novak AM  
Dr Anand Kumar Singh

### Honorary Fellow

Mr Phillip Andrew Burton OAM  
Ms Sally Marie Dale  
Mr Philip T Khoury  
Mr Walid Youssef Mehanna  
(known as Wally Mehanna)

### Community Fellow

Ms Ricci Ulrike Bartels OAM  
Chief Superintendent Stephen Hirst AFSM  
Ms Deborah Wallace APM

### Emeritus Professor

Professor Simon Barrie  
Professor Anisuzzaman Chowdhury  
Professor Katherine Gibson  
Professor Barney Glover AO  
Professor Gay Hawkins  
Professor Annemarie Hennessy AM  
(conferred 2023, ceremony 2024)  
Professor Deborah Stevenson  
Professor David Tait



## BOARD OF TRUSTEES MEMBERS

### OFFICIAL MEMBERS



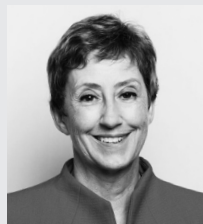
Professor Jennifer Westacott AO, Chancellor



Emeritus Professor Barney Glover AO, Vice-Chancellor and President (ended 10 April 2024)



Professor Robert Mailhammer, Chair of Academic Senate



Professor Clare Pollock, Interim Vice-Chancellor and President (commenced 11 April 2024 to 22 July 2024)



Distinguished Professor George Williams AO, Vice-Chancellor and President (commenced 22 July 2024)

### APPOINTED MEMBERS (MINISTERIAL)



Ms Holly Kramer, Pro-Chancellor (ended 31 March 2024)



Mr Simon Hickey



Mr Brendan Thomas (commenced 6 August 2024)

### APPOINTED MEMBERS (BOARD)



Mr Joseph Carrozzi AM (ended 26 May 2024)



Mr James Christian PSM



Ms Elizabeth Dibbs, Deputy Chancellor



Dr Amanda Larkin



Ms Georgia Lee



Dr Linda O'Brien AM, Pro-Chancellor



Mr Lee Pinder, Pro-Chancellor



Ms Kerry Stubbs, Deputy Chancellor



Ms Natalia Centellas (née Vukolova), Graduate Member



Ms Gabrielle Trainor AO, Pro-Chancellor (commenced 27 May 2024)

### ELECTED MEMBERS



Mr Leslie Cowles, Professional Staff



Professor Alison Downham Moore, Academic Staff



Miss Swetha Kumar, Undergraduate Student (commenced 18 July 2024)



Ms Payal Shah, Postgraduate Student (ended 30 June 2024)



Mr Sonu, Postgraduate Student (commenced 18 July 2024)



Mr Aymen Tabikh, Undergraduate Student (ended 16 May 2024)



## BOARD OF TRUSTEES MEMBERSHIP TERMS

NAME	CATEGORY	BOT MEMBERSHIP EXPIRY DATE
Professor Jennifer Westacott AO	Official	01/01/2023 – 31/12/2026
Emeritus Professor Barney Glover AO	Official	10/04/2024
Professor Clare Pollock	Official	11/04/2024 – 22/07/2024
Distinguished Professor George Williams AO	Official	n/a
Professor Robert Mailhammer	Official	01/02/2023 – 31/12/2025
Mr Simon Hickey	Ministerial Appointee	01/01/2022 – 31/12/2025
Ms Holly Kramer	Ministerial Appointee	01/01/2018 – 31/03/2024
Mr Brendan Thomas	Ministerial Appointee	06/08/2024 – 05/08/2028
Dr Amanda Larkin	Board Appointee	04/08/2022 – 03/08/2026
Mr Joseph Carrozzi AM	Board Appointee	01/01/2018 – 26/05/2024
Ms Gabrielle Trainor AO	Board Appointee	27/05/2024 – 26/05/2028
Mr Lee Pinder	Board Appointee	01/01/2021 – 31/12/2025
Ms Kerry Stubbs	Board Appointee	01/09/2017 – 31/12/2025
Ms Natalia Centellas (nee Vukolova)	Board Appointee, Graduate Member	01/01/2021 – 31/12/2024
Ms Georgia Lee	Board Appointee	08/02/2019 – 31/12/2026
Mr James Christian PSM	Board Appointee	01/01/2022 – 31/12/2025
Ms Elizabeth Dibbs	Board Appointee	17/02/2014 – 31/12/2025
Dr Linda O'Brien AM	Board Appointee	01/01/2018 – 31/12/2025
Ms Payal Shah	Elected PG Student	01/07/2023 – 30/06/2024
Mr Sonu	Elected PG Student	18/07/2024 – 30/06/2025
Professor Alison Downham Moore	Elected Academic Staff	01/01/2024 – 31/12/2025
Mr Aymen Tabikh	Elected UG Student	01/01/2024 – 16/05/2024
Miss Swetha Kumar	Elected UG Student	18/07/2024 – 31/12/2025
Mr Leslie Cowles	Elected Professional Staff	01/11/2023 – 31/12/2025

## ACADEMIC SENATE

Established under the *Western Sydney University Act 1997*, the Academic Senate is the University's peak forum for academic debate and discourse, the primary custodian of academic values and standards for the University, and a standing committee of the Board of Trustees. Its responsibilities include promoting and monitoring academic quality, standards and values; advising the Board and Vice-Chancellor on academic matters; deciding academic policy and approving related procedures; accrediting and approving courses, programs and units; and promoting the quality and development of research in the University. It exercises and oversees a wide range of delegations and responsibilities through its standing committees at the University, School and University Research Institute levels. Academic Senate's Work Plan aligns with the University's strategic risk register and **Strategic Plan**, and sets out the main priorities for Senate's activities, taking account of its role and terms of reference, and the national *Higher Education Standards Framework*.

## ACTIVITIES IN 2024

The Academic Senate advised on the development of the University's new strategic plan. Academic Senate also discussed the launch of the School Review and the planned review of the University's programs and their curriculum. The recommendations made by the external review of academic governance were discussed, as were principles for the use of Artificial Intelligence and the University's Institutional Action Plan to Mitigate Risks of Generative AI on Award Integrity. An Academic Senate Risk Register was approved in 2024. Academic Senate initiated and has supported the University's development of a framework to manage and monitor academic risk. Academic Senate noted regular updates from Schools and Research Institutes. The agenda was enhanced to explicitly link agenda items to the *Higher Education Standards Framework* and the *Academic Senate Risk Register*.

The Chair met with the student and elected academic members prior to Senate meetings and several student reports were discussed at Senate to ensure that items of importance to students are addressed. The continued use of "Hot Topics/Questions on Notice" ensured that all members of the University were able to submit questions within the remit of the Academic Senate. This opportunity was taken up several times in 2024. One question about the University's research partnerships has led to a discussion of ethical principles in establishing research partnerships. Regular updates were provided to Academic Senate on the academic governance of entities and educational partners, especially in transnational education (TNE). Regular updates were also provided on the University's preparation for the TEQSA accreditation review scheduled for 2025. In connection with preparations for TEQSA re-registration Academic Senate initiated and continues to oversee an optimisation of the University's academic quality assurance reporting.

Academic Senate regularly received reports from the Chair, the Vice-Chancellor, the student representatives and the Senate's standing committees. Under its delegation, Senate approved recommendations from the *Academic Planning and Curriculum Approvals Committee* (APCAC) concerning the accreditation of programs, subjects and articulations, ensuring student-centeredness and alignment with the *Higher Education Standards Framework*. Policies reviewed in 2024 include the approval of the revised Higher Degree Research Policy suite, the new *Use of Artificial Intelligence (AI) Policy*, and the revised and renamed *Learning and Teaching Policy*. The Academic Senate approved new scholarships, prizes and amendments to current scholarships as well as amendments and updates to the terms of reference of Senate standing committees.

The Academic Senate regularly reported to the Board of Trustees, and members of the Board attended meetings of Academic Senate. Meeting outcomes were disseminated to the University membership, including through elected members. The Chair of Academic Senate and the Vice-Chancellor co-sponsored a university-wide forum on The Purpose of the University.

The Chair and the Deputy Chair continued to engage with the Committee of Chairs of Academic Boards and Senates (CoCABS) and its nationwide equivalent (OzCABS). The Chair has also served as CoCABS Deputy Chair.

## ACADEMIC SENATE MEMBERSHIP\*

### EX-OFFICIO

- Distinguished Professor George Williams AO, Vice-Chancellor and President
- Professor Deborah Sweeney, Senior Deputy Vice-Chancellor Research, Enterprise and Global
- Professor Janice Aldrich-Wright, Interim Dean, Graduate Research School
- Professor Saba Bebawi, Dean, School of Humanities and Communication Arts
- Mr Glenn Campbell, Chief Executive Officer, The College
- Professor Dennis Chang, Director, NICM, representing the University's Research Institutes
- Professor Maryanne Dever, Deputy Vice-Chancellor, Education
- 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
- Ms Jess Gleeson, Director, Data Integrity, Quality and Operations
- Professor Deborah Hatcher, Dean, School of Nursing and Midwifery
- Professor Kurt Langfeld, Dean, School of Computer, Data, and Mathematical Sciences
- Professor Sarah Lewis, Dean, School of Health Sciences
- Professor Amir Mahmood, Pro Vice-Chancellor and Provost, Surabaya campus
- Professor Rod McClure, Dean, School of Medicine
- Professor Tanya Meade, Dean, School of Psychology
- Professor Graciela Metternicht, Dean, School of Science
- Dr Nicolene Murdoch, Pro Vice-Chancellor, Global Partnerships
- Professor Susan Page, Pro Vice-Chancellor Indigenous Education
- Professor Adam Possamai, Interim Dean, School of Social Sciences
- Professor Alpha Possamai-Inesedy, Pro Vice-Chancellor Student Success
- Professor Catherine Renshaw, Dean, School of Law

- Ms Fiona Salisbury, Executive Director, Library Services
- Professor Michele Simons, Dean, School of Education
- Professor Meg Smith, Interim Dean, School of Business
- Professor Brian Stout, Pro Vice-Chancellor, Learning and Teaching
- Professor Linda Taylor, Pro Vice-Chancellor, International
- Professor Michelle Trudgett, Deputy Vice-Chancellor Indigenous Leadership

### ELECTED\*\*

- Professor Robert Mailhammer, Chair of Academic Senate
- Professor Sarah Zhang, Deputy Chair of Academic Senate
- Dr Tuki Attuquayefio, School of Psychology (Level A, B or C Representative)
- Dr Nathan Berger, School of Education (Level A, B or C Representative)
- Dr Maria Bhatti, School of Law (Level A, B or C Representative)
- 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)
- Dr James Dunn, School of Medicine (Level A, B or C Representative)
- Professor Miroslav Filipović, School of Science (Level D, E Representative)
- Professor Jane Frost, School of Nursing and Midwifery (Level D, E Representative)
- Associate Professor Emilee Gilbert, School of Psychology (Level D, E Representative)
- Associate Professor Leeanne Heaton, Interim Dean, School of Nursing and Midwifery
- Associate Professor Ana Hol, School of Computer, Data and Mathematical Sciences (Level D, E Representative)
- Professor Wendy Hu, School of Medicine (Level D, E Representative)
- Dr Peter Lewis, School of Nursing and Midwifery (Level A, B or C Representative)
- 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)
- Associate Professor Jennifer Mensch, School of Humanities and Communication Arts (Level D, E Representative)
- Associate Professor Alexie Papanicolaou, University Research Institutes Representative
- Dr Ben Perry, School of Science (Level A, B or C Representative)
- Dr Margarite Poulos, School of Humanities and Communication Arts (Level A, B or C Representative)
- Dr Ata Samad, School of Business (Level A, B or C Representative)
- Associate Professor Lei Si, School of Health Sciences (Level D, E Representative)
- Dr Erika Smith, School of Social Sciences (Level A, B or C Representative)
- Associate Professor Liesel Spencer, School of Law (Level D or E)
- Dr Kylie Steel, School of Health (Level A, B or C Representative)
- Professor Corrinne Sullivan, School of Social Sciences (Level D, E Representative)
- Associate Professor Jacqueline Ullman, School of Education (Level D, E Representative)
- Mr Prashith Fernando, Undergraduate Student Representative (until 31 May 2025)
- Mr Nabin Gautam, Postgraduate Student Representative (until 31 May 2026)
- Ms Alessia Nicolai, Undergraduate Student Representative (until 31 May 2025)
- Mr Ashes Niroula, International Student Representative
- Mr Prasad Perera, Higher Degree Research Candidate Student Representative (until 31 May 2026)
- Ms Tiffany Sharpe, Indigenous Australian Student Representative
- Vacant, Disability Matters Student Representative

### APPOINTED

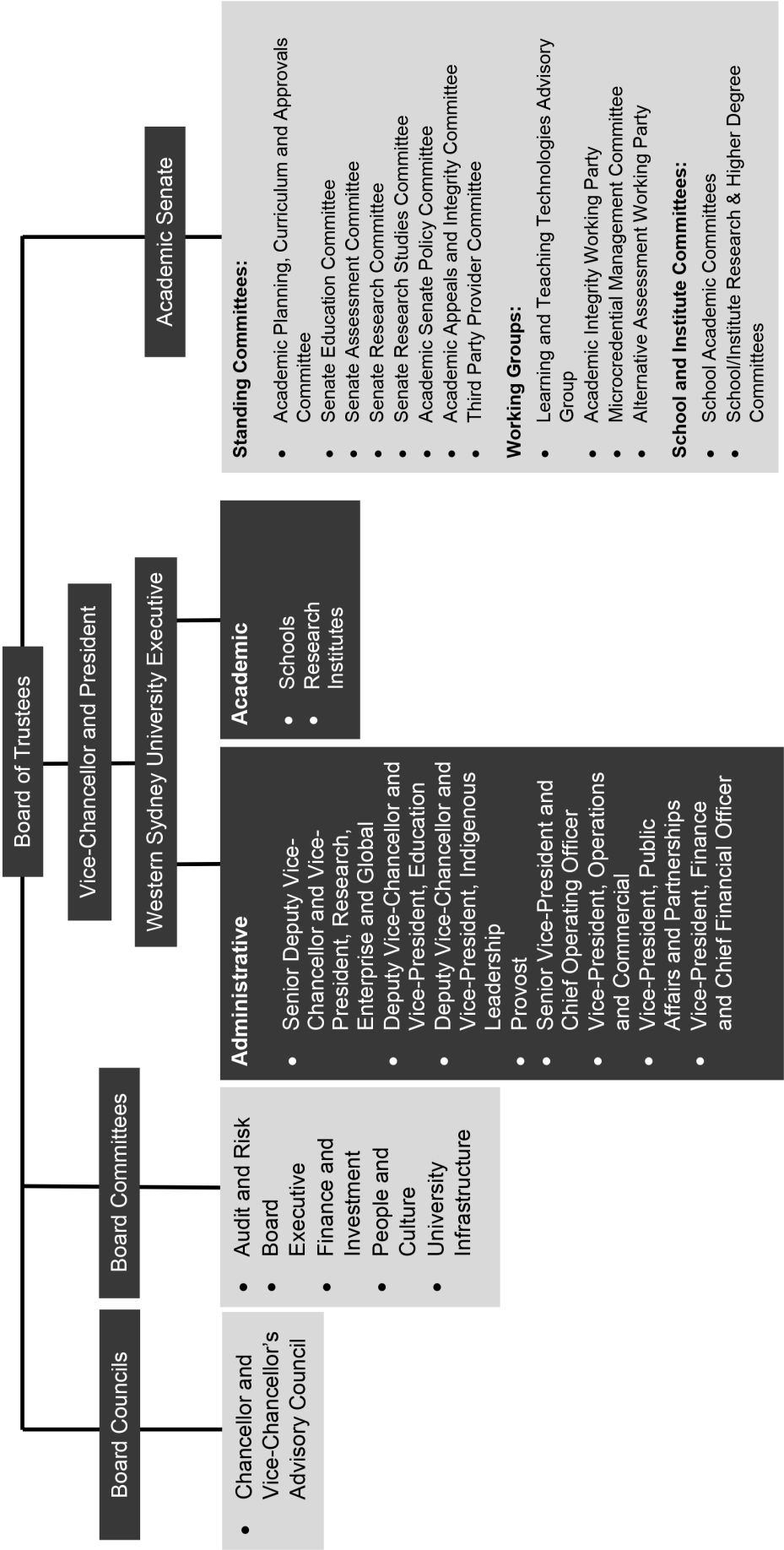
- Professor Gawaian Bodkin-Andrews
- Associate Professor Chloe Taylor

\* Membership as at 6 December 2024.

\*\* Term to 31 December 2025, unless otherwise indicated.

WESTERN SYDNEY UNIVERSITY GOVERNANCE STRUCTURE

CURRENT AS AT 1 OCTOBER 2024



Last updated 1 October 2024

## PRINCIPAL OFFICERS OF THE UNIVERSITY

as at 31 December 2024

### CHANCELLOR

#### Professor Jennifer Westacott AO

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

### VICE-CHANCELLOR AND PRESIDENT

#### Distinguished Professor George Williams AO

- PhD, Australian National University
- LLM, University of New South Wales
- BEc LLB (Hons), Macquarie University
- Fellow of the Academy of Social Sciences in Australia (FASSA)
- Graduate of the Australian Institute of Company Directors (GAICD)
- Fellow of the Australian Academy of Law

### SENIOR DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT (RESEARCH, ENTERPRISE AND GLOBAL)

#### Professor Deborah Sweeney

- PhD, University of New South Wales
- Bachelor of Optometry, University of New South Wales
- Graduate of the Australian Institute of Company Directors (GAICD)

### DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT (EDUCATION)

#### Professor Maryanne Dever

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

### DEPUTY VICE-CHANCELLOR, INDIGENOUS LEADERSHIP

#### Professor Michelle Trudgett

- Doctor of Education, University of New England
- Master of Professional Studies, Indigenous Studies, University of New England
- BA, Indigenous Studies, University of New England

### PROVOST

#### Professor Kevin Dunn

- PhD (Science) Geography (UoN)
- BA (Hons) Geography and Sociology (UoW)
- Fellow of NSW Geographical Society (FNGS)
- Fellow of Royal Society of NSW (FRSN)
- Institute of Australian Geographers
- NSW Geographical Society
- Royal Geographical Society
- Association of American Geographers

### SENIOR VICE-PRESIDENT AND CHIEF OPERATING OFFICER

#### Mr Angelo Kourtis

- BA, University of Western Sydney

### VICE-PRESIDENT AND CHIEF FINANCIAL OFFICER

#### Mr Darren Greentree

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

### VICE-PRESIDENT, OPERATIONS AND COMMERCIAL

#### Mr Bill Parasiris

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

### VICE-PRESIDENT, PUBLIC AFFAIRS AND PARTNERSHIPS

#### Professor Andy Marks

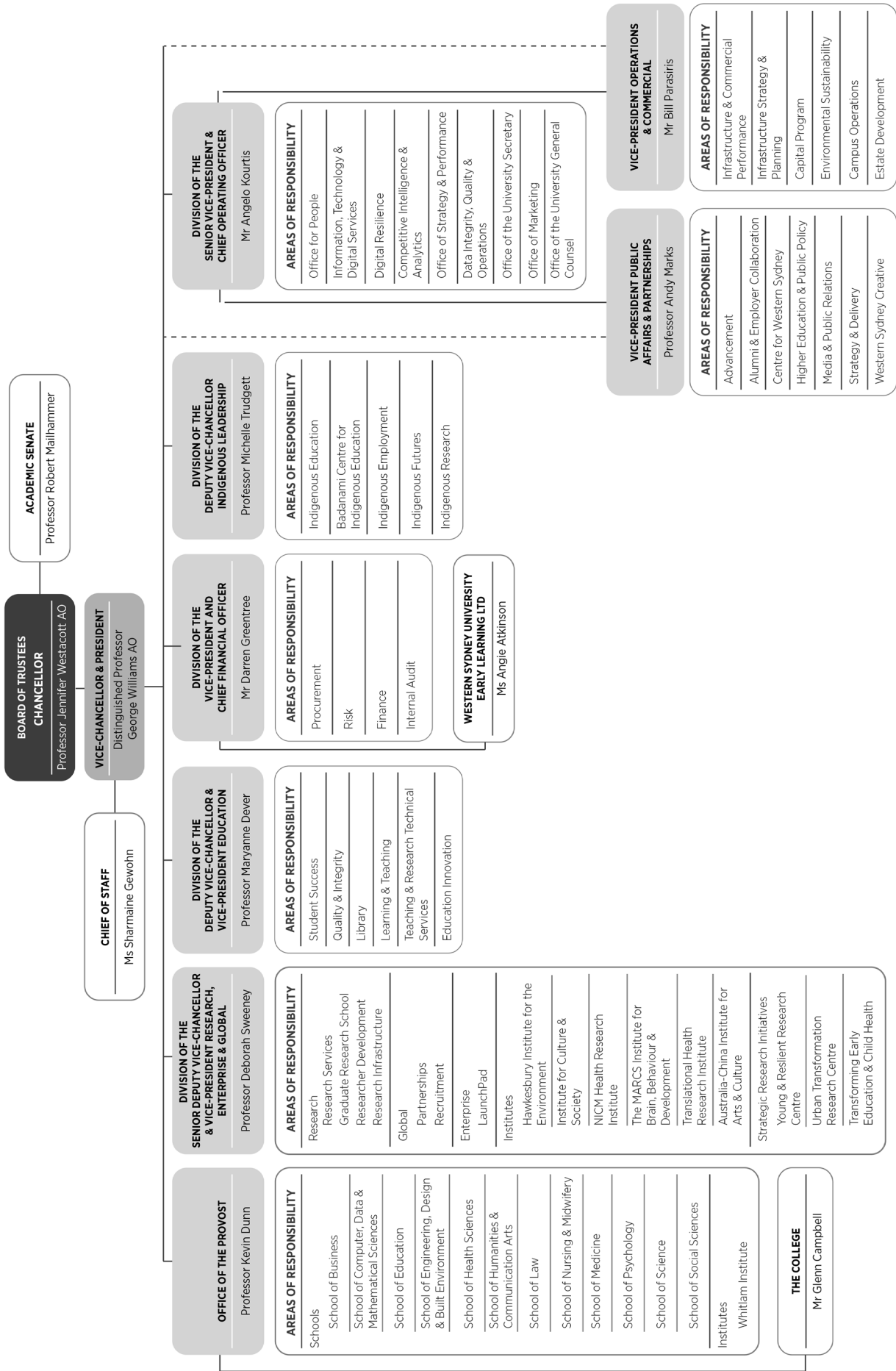
- PhD, University of New England
- BA Hons (First Class), University of New England
- Graduate of the Australian Institute of Company Directors (GAICD)

### CHAIR OF THE ACADEMIC SENATE

#### Professor Robert Mailhammer

- PhD, Ludwig-Maximilians-University Munich
- MA, Ludwig-Maximilians-University Munich
- State Board Exam for High School teaching (English/German), Ludwig-Maximilians University Munich
- Australian Linguistic Society
- German Linguistic Society
- Societas Linguistica Europaea
- Linguistic Society of America
- International Society of Historical Linguistics
- Australian Association of Von Humboldt Fellows
- International Society for the Linguistics of English

WESTERN SYDNEY UNIVERSITY ORGANISATIONAL STRUCTURE (29 OCTOBER 2024)



@ 29 October 2024



# OVERVIEW

## Combined Annual Reports

The University provides a standalone annual report.

## Application for Extension of Time

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

# STRATEGY

## Strategic Objectives and Outcomes

### Objectives: *Sustaining Success 2021 – 2026*

#### MISSION

Starting in Western Sydney, our students will succeed, our research will have impact and our communities will thrive through our commitment to excellence, sustainability, equity, transformation and connectedness.

#### VALUES

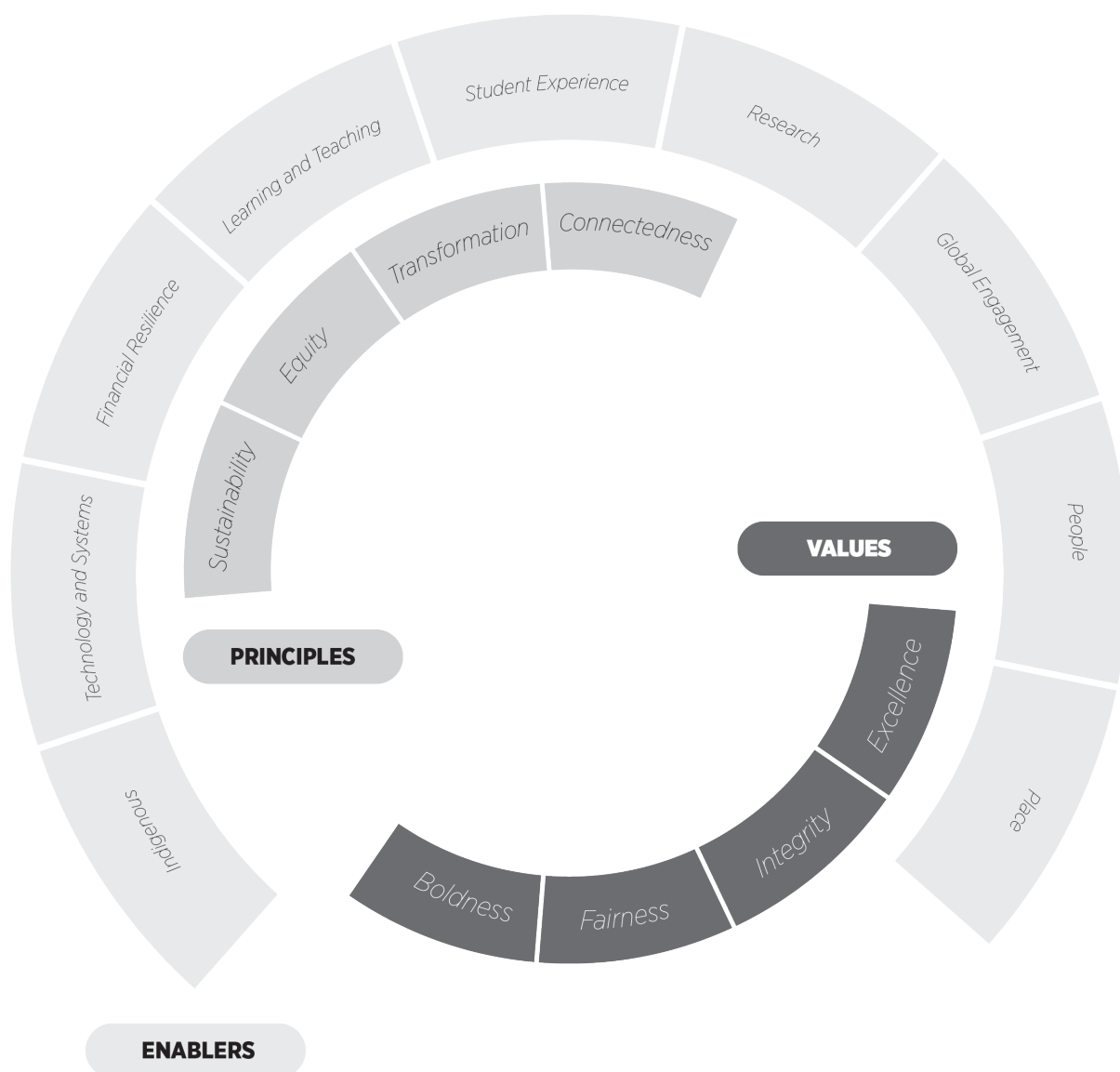
Our values define who we are and what we expect and encourage in each other. They are lived and embedded in the behaviours of everyone within the University community. Our values represent a commitment to our students, people and communities, both local and global. Our values are: Boldness, Fairness,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

#### PRINCIPLES

The University is accountable to its values. We will be guided by them in recovery and renewal. They inform, and are realised through adherence to, our four principles: Sustainability, Equity, Transformation and Connectedness.

#### ENABLERS

The University's enablers set out the elements required to unlock and make possible the strategic imperatives embodied in *Sustaining Success 2021 – 2026*. They encapsulate our values and help to guide recovery and renewal for the University and the communities within which we are embedded. Our enablers are: People, Place, Learning and Teaching, Student Experience, Research, Global Engagement, People, Place, Learning and Teaching, Student Experience, Research and Innovation, Global Engagement, Indigenous Perspectives, Technology and Systems, and Financial Resilience.



# STRATEGY

## Strategic Objectives and Outcomes

### Outcomes

The University has commenced the development of a new Strategic Plan, **Unlimited 2030**. The development process began mid-2024 following the appointment of Distinguished Professor George Williams AO as the University's Vice-Chancellor.

Unlimited 2030 will continue many of the priorities in Sustaining Success, reframed to align with action plans that ensure the University's ambitions in Student Success, Indigenous Acceleration, Research and Innovation, Global Impact, putting our People First, and our region's prosperity. The University has established an Office of Strategy and Performance to drive and monitor actions in the priority areas.

As a consequence of the work on the new strategic plan, further work on Sustaining Success, including the performance measures under the earlier plan, have been paused. There are no updates to the Sustaining Success measures for 2024 – although it should be noted that the performance data on which the measures drew are included in the sections Management and Activities and Sustainability, and the Student Data appendix to this Annual Report.

### PERFORMANCE AGAINST *SUSTAINING SUCCESS* MEASURES

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

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

# OPERATIONS AND PERFORMANCE

## Management and Activities

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

# OPERATIONS AND PERFORMANCE

## Management and Activities

### Five Year Performance

CATEGORY	2019	2020	2021	2022	2023	2024	% CHANGE 2023 - 2024
<b>NUMBER OF STUDENTS</b>							
<b>TOTAL</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,117</b>	<b>47,199</b>	<b>48,279</b>	<b>2.3%</b>
Female %	56.7	57.5	58.5	59.1	59.0	59.4	0.7%
Commencing	18,353	17,550	16,362	16,711	19,704	20,465	3.9%
Female %	58.2	59.2	60.8	59.2	59.2	59.9	1.2%
<b>STUDENT LOAD</b>							
<b>TOTAL</b>	<b>36,764</b>	<b>36,592</b>	<b>35,965</b>	<b>33,551</b>	<b>33,287</b>	<b>34,890</b>	<b>4.8%</b>
Postgraduate	5,824	5,562	4,885	5,050	6,166	6,975	13.1%
Undergraduate	29,921	30,462	30,701	28,166	26,568	27,520	3.6%
Other*	1,019	568	380	334	553	396	-28.4%
*Other includes enabling, cross institutional and non-award							
<b>STUDENT LOAD BY FUNDING SOURCE</b>							
<b>TOTAL</b>	<b>36,764</b>	<b>36,592</b>	<b>35,965</b>	<b>33,551</b>	<b>33,287</b>	<b>34,890</b>	<b>4.8%</b>
Commonwealth Grants Scheme	28,527	28,699	28,812	26,032	24,220	24,755	2.2%
Commonwealth Research Training Program / Scheme	636	615	567	733	519	452	-13.0%
Domestic Fee-paying (award and non-award)	1,122	1,109	1,123	1,121	1,427	1,087	-23.9%
Fee-Paying Overseas Students	6,479	6,169	5,463	5,665	7,121	8,597	20.7%
<b>STAFF FTE (FULL-TIME EQUIVALENT)</b>							
<b>TOTAL</b>	<b>3,581</b>	<b>3,311</b>	<b>3,086</b>	<b>3,227</b>	<b>3,283</b>	<b>3,437</b>	<b>4.7%</b>
Academic	1,697	1,475	1,418	1,494	1,502	1,611	7.3%
Teaching only	709	488	500	539	531	506	-4.7%
Teaching and Research	834	860	816	917	875	975	11.4%
Research only	123	111	95	28	55	86	56.9%
Other	30	16	8	10	41	45	8.5%
Professional	1,884	1,835	1,668	1,733	1,781	1,827	2.6%
<b>AWARD COMPLETIONS</b>							
<b>TOTAL</b>	<b>8,355</b>	<b>7,622</b>	<b>9,327</b>	<b>12,294</b>	<b>9,331</b>	<b>11,402</b>	
Undergraduate	5,774	5,303	6,400	9,178	6,629	7,040	
Postgraduate	2,581	2,319	2,927	3,116	2,702	4,362	

Completions data source has changed to be based on actual program completion date NOT graduation date

CATEGORY	2018	2019	2020	2021	2022	2023	2024(P)	% CHANGE 2023 - 2024
<b>RESEARCH FUNDING (\$'000)</b>								
Australian Competitive Grant income (Category 1) includes ARC, NHMRC & Other	11,636	13,558	12,675	14,490	14,837	17,361	21,523	24.00%
Collaborative income (Category 2, 3 and 4)	26,998	30,319	30,731	36,937	38,817	31,779	37,454	17.90%
<b>TOTAL HERDC INCOME</b>	<b>38,634</b>	<b>43,877</b>	<b>43,406</b>	<b>51,427</b>	<b>53,654</b>	<b>49,129</b>	<b>58,976</b>	<b>20.00%</b>
<b>TOTAL OPERATING REVENUE (\$'000)</b>	<b>906,134</b>	<b>900,810</b>	<b>872,710</b>	<b>1,016,714</b>	<b>871,806</b>	<b>927,559</b>	<b>1,082,816</b>	<b>11.30%</b>
<b>TOTAL NET ASSETS (\$'000)</b>	<b>2,081,503</b>	<b>2,124,870</b>	<b>2,218,481</b>	<b>2,455,207</b>	<b>2,652,824</b>	<b>2,634,853</b>	<b>2,640,154</b>	<b>0.20%</b>

Totals may not add due to rounding

# OPERATIONS AND PERFORMANCE

## Management and Activities

### Major Projects

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

PROJECT NAME	PROJECT DESCRIPTION	TOTAL LIFE OF PROJECT BUDGET \$'000	PROJECT EXPENDITURE TO DATE \$'000	2024 EXPENDITURE \$'000	PROGRAMMED COMPLETION DATE
Indigenous Centre of Excellence	<p>The Indigenous Centre of Excellence will provide a focal point for members of the community, catalysing the region's deep connection to Indigenous people. The Centre will be a state of the art facility and will be accessible to the region's schools, residents, and businesses, becoming a place where people can explore and learn more about Indigenous culture and attend performances, talks and screenings. It will incorporate tactile and technology augments to transform access to cultural collections and heritage, as well as showcase stories from Western Sydney. The Indigenous Arts and Education Hub will anchor the Centre and, through the input of the University's Elders Advisory Committee and key Indigenous stakeholders, has been designed to support connection to Country for Indigenous people. It will promote an enhanced level of understanding and appreciation for Indigenous cultures across the region.</p> <p>The project is funded from the NSW government's Western Sydney Infrastructure Grants Program and Western Sydney University.</p>	\$91,893	\$6,569	\$4,773	Sep-26
Lang Walker AO Medical Research Centre	<p>The Lang Walker AO Medical Research Building (LWMRB) will be a multi-faceted research facility servicing the population of South West Sydney, including public health, diabetes, mental health, Indigenous health, paediatrics and cancer, as identified by the South Western Local Health District (SWSLHD) / Campbelltown Hospital Clinical Services Plan. Set within the context of the Campbelltown Hospital redevelopment, LWMRB will form part of an integrated health, research and education precinct, delivering world-class research, innovation and improved health outcomes for the Macarthur region and wider community.</p>	\$55,611	\$32,697	\$24,248	Sep-25
Hawkesbury Agritech Precinct	<p>The Precinct will be a high-tech industry-partnered greenhouse array, supported by engaged research clusters in food technology, land use management and consumer demand. It will focus on creating jobs, attracting industry, and developing a sustainable approach to future peri-urban farming in an increasingly complex and changing city and on a global scale. This facility will become a centre of excellence and leading research hub for the advancement of greenhouse production in Australia and the Asia Pacific region.</p> <p>Stage 1 of the project is approved to proceed.</p>	\$27,700	\$3,023	\$1,814	Sep-25



# OPERATIONS AND PERFORMANCE

## Summary Review of Operations

### Division of the Senior Vice-President and Chief Operating Officer

#### CHIEF OPERATING OFFICER DIVISION

##### OVERVIEW

The Division of the Senior Vice-President and Chief Operating Officer comprises the platforms, people and processes that support the University's academic mission. The Division contributes to the transmission of knowledge between our students, staff and communities through professional rigour and critical, purposeful collaboration.

Key areas of the Division are:

- People
- General Counsel
- Information, Technology and Digital Services
- Marketing
- Student and University Planning
- University Secretary

##### OFFICE FOR PEOPLE

The Office for People's focus for 2024 was the fostering of a positive and productive work environment dedicated to supporting the University's strategic goals by transforming our approach to attracting, developing and retaining people. Various initiatives to enhance engagement, promote diversity, equity, inclusion and belonging and assure compliance with all relevant regulations have been implemented.

##### Human Resources

Major activities in 2024 included progressing the new People Strategy, leadership capability framework and the Office for People organisational redesign.

In leadership development, the Emerging Leaders Program, covering seven leadership modules, blending online learning with interactive workshops and guest speaker insights, and the Manager Essentials Leadership Series, targeted mid-to-senior managers on content such as leading change, team effectiveness, workplace conversations and coaching skills.

The University Excellence Awards recognised outstanding contributions, with 33 award winners alongside 11 Highly Commended and five Commended recipients across the 21 award categories in research, teaching and learning, student experience and professional excellence.

Significant legislative changes were implemented including reviewing and amending systems and processes to ensure compliance and provide support and resources to empower people leaders through change.

Towards the end of 2024, the University initiated Enterprise Bargaining to negotiate the employment terms and conditions for Academic and Professional staff. The negotiations will continue in 2025.

##### Safety and Wellbeing

Western Sydney University remains committed to incident prevention, risk reduction, and fostering a positive work environment through continuous improvements to Safety Management Systems. Mandatory training completion for casual staff increased from 78% to 87%, audit inspections and risk-reducing actions were completed as planned, and reported incidents and hazards were effectively managed.

Key initiatives in 2024 included guideline and procedure development, a People Conducting a Business or Undertaking (PCBU) risk profile improvement, and the release of the 5R program in response to cyber events. The University advanced its Psychosocial Hazard Framework. Support for staff mental well-being continued, with 232 new clients accessing 1,202 hours of counselling. Personal issues (63%) and workplace concerns (37%) remained consistent, with non-work anxiety and workplace stress being primary challenges.

The wellbeing strategy maintains its focus on supporting staff and students, reinforcing a culture of care and mutual support.

##### Equity and Diversity

The Equity and Diversity Working Parties (EDWP) advanced inclusion at the University through initiatives on accessibility, period poverty, classroom safety, and inclusive values. Training on sexual harm prevention, gender diversity, unconscious bias and carer support enhanced staff awareness. The We Support You campaign promoted sexual harm prevention and respectful relationships. Campus inclusion initiatives, including International Day Against Homophobia,

Families Week and participation in Mardi Gras, fostered a culture of belonging. Enhanced stakeholder engagement through Roundtable Discussions strengthened diversity and inclusion planning bringing diverse student, staff and leadership voices to the discussion. There was continued growth in strategic partnerships with the University's mental health and wellbeing practice.

Wellbeing Cafes grew as a key intersection of social connection, and partnerships with the WSU Chaplains, Talanoa and International Student services saw significant rise in cultural wellbeing initiatives. Partnerships with HDR Programs and several key Schools and divisional teams saw a full schedule of educational workshops on the foundational 5 Rs of Wellbeing framework to support the wellbeing of our people through meaningful conversations.

##### OFFICE OF THE GENERAL COUNSEL

The Office of General Counsel (OGC) is responsible for the provision of legal advice and services to the University, including the Board of Trustees, the Chancellor, the Vice-Chancellor and President, and other senior executives and officers of the University. The OGC oversees complaints management and assurance of legislative operational compliance within accountable business units as part of the University's regulatory compliance program.

##### OFFICE OF INFORMATION, TECHNOLOGY AND DIGITAL SERVICES

##### Information Technology and Digital Services

The Information Technology and Digital Services (ITDS) department has undergone a large-scale transformation, restructuring its functions and operating model. At its core, the new structure emphasises integration and collaboration, with a strong focus on student and staff digital wellbeing.

The team is implementing complex projects to deliver a seamless, automated, secure cloud-centric staff and student systems to drive future innovation.

## Division of the Senior Vice-President and Chief Operating Officer

ITDS continues to benchmark its staffing, funding, and service delivery against national and global standards, ensuring investments align with strategic priorities. Governance committees receive regular updates on ITDS operations, cybersecurity risks, and digital service improvements, ensuring visibility and accountability in all major initiatives.

ITDS' investment planning and resource allocation focused on maintaining critical infrastructure, enhancing service delivery, and digital security. Key priorities included cybersecurity uplift, student and staff digital experience, modernisation of IT infrastructure, and strategic systems upgrades to improve the University's operational efficiency and resilience.

### Student Management System

Western completed a complex transition from the legacy Student Management System (SMS) to a Software-as-a-Service solution.

This has delivered a significant improvement to the user experience and for our community. Completing this transition has increased the security controls for SMS.

### Cybersecurity

Throughout 2024 Western Sydney University has transformed and strengthened our cybersecurity capability. This has been our primary priority following sector-wide security threats and unauthorised access incidents.

ITDS is driving an ongoing cybersecurity hardening and uplift program, introducing advanced security controls, governance enhancements and improved protection across University systems.

With increasing demands in cybersecurity, student experience and IT service scalability, our cyber teams will continue to focus on:

- Strengthening cybersecurity frameworks, technologies, threat intelligence and risk management
- Expanding AI-driven automation for enhanced digital service delivery, and
- Refining IT governance structures to prioritise sustainable technology investment in alignment with the University's new strategy, Unlimited 2030.

### OFFICE OF MARKETING

The Office of Marketing is responsible for enhancing the institution's reputation, engagement and brand presence. It plays a critical role in supporting student recruitment, retention and engagement through targeted campaigns, digital and content marketing, brand management and stakeholder communications. The team works closely with Schools, business units and external partners to ensure a consistent and compelling brand narrative that aligns with the University's mission and strategic objectives.

Significant achievements include:

**Open Day:** 2024 saw the largest Open Day on record, attracting 11,329 registrations (70% new leads) and 6,235 attendees. Key highlights included a postgraduate showcase, student panels and the launch of The College's modular learning model. The event achieved a 92% satisfaction rating, with a Net Promoter Score (NPS) increasing from 6.9 to 8.6, supported by a comprehensive paid media and social media campaign.

**Welcome Week:** Autumn Welcome Week saw 4,182 attendees, achieving an 84% satisfaction score and a 10% attrition rate compared to 18% for non-attendees. The Spring Fair experienced a 214% increase in attendance, with 933 participants (49% commencing, 66% international) while maintaining a strong Customer Satisfaction Score (CSAT) of 84%.

**June Graduations:** A total of 6,112 graduates and over 19,000 guests attended graduations in 2024.

**Postgraduate Expo:** The Postgraduate Expo on 22 October at the Engineering Innovation Hub was the first in-person event since COVID-19, attracting 582 attendees. The event enhanced postgraduate recruitment through personalised consultations, dedicated support services, and premium engagement initiatives.

**Onboarding Enhancements:** The introduction of an online onboarding checklist, refined communications and personalised landing pages resulted in 90% of students feeling confident about starting University post-Welcome Week, a 5% year-on-year increase.

### Website Optimisation & Adobe

**Modernisation:** The website optimisation project delivered a north star vision with a clickable prototype, while Adobe migration to the cloud and upgraded tracking capabilities enhanced digital experiences for students, staff, and marketing communications.

**Mid-Year Campaign:** This campaign successfully nurtured over 2,200 commencing students to enrolment, driving a 4% year-on-year increase in total commencing enrolments.

**Product Marketing:** Launching 1 October, this initiative supported 19 priority undergraduate programs, leveraging data modelling and strategic optimisation across web, creative and media channels to drive applications.

**Culture Transformation:** The Office of Marketing and Student Experience teams were internationally recognised for cultural innovation winning the 2024 Brandon Hall Group Gold Award for Excellence in Corporate Culture Transformation. This achievement reflects the ongoing impact of Marketing's culture Transformation Project and the University's commitment to fostering a positive and innovative organisational culture.

### OFFICE OF STUDENT UNIVERSITY AND PLANNING

The Office of Student and University Planning comprises three areas: Competitive Intelligence and Analytics (CIA), Data Integrity, Quality and Operations (DIQO) and an Executive Support Office (ESO). The portfolio has delivered against its operational objectives in 2024.

### Competitive Intelligence and Analytics (CIA)

Western Sydney University continued to advance its use of Artificial Intelligence (AI) and Machine Learning (ML) in 2024 to refine strategic decision-making in student load, enrolment and revenue forecasting. The Load and Enrolment Optimisation (LEO) program remained central to the University's financial planning, with further enhancements ensuring more accurate projections and agile target-setting.

A key component of LEO, the ATAR Adjustment Tool, played a critical role during the 2024 offer and enrolment cycle. School leaders and the Admissions team were able to model scenario-based ATAR thresholds in real time, ensuring strategic alignment with recruitment targets. CIA refined its forecasting models to reflect changing international student visa policy and ministerial guidelines ensuring greater accuracy in predicting enrolments.

The new Tertiary Collection of Student Information (TCSI) Errors Dashboard (developed in partnership with Student Systems) streamlined real-time data reconciliation and submission to the Federal Government. This sector leading work resulted in Western Sydney University being invited to present at national forums on best practices in higher education data governance.

CIA's Western Success Student Churn Model, developed in collaboration with the Student Success team, was integrated into retention strategies, offering a deeper understanding of student requirements and enabling proactive interventions for students at risk of discontinuation. CIA played a vital role in the implementation of Adobe Journey Optimiser (AJO) as the University's marketing communications platform. The data models that support our student and staff communication strategies were transformed, placing the University in a strong position to deliver on the opportunities presented by our adoption of AJO.

The Program Review Dashboard, developed with Curriculum Quality and Finance, provided academic and administrative units with a centralised platform for program performance insights. The platform assisted members of the University to make evidence-based decisions on course design, retention strategies and regulatory compliance.

CIA fulfilled over 500 data requests and issued almost 60,000 surveys across 36 teaching sessions. Sentiment feedback assisted in improving the quality of teaching and learning. CIA facilitated the collection and submission of data for ranking purposes, as well as the assessment and analysis of ranking results leading to the unprecedented achievement of number one in the world in the Times Higher Education (THE) University Impact Rankings for sustainability three years in a row.

### Data Integrity, Quality and Operations

Data Integrity, Quality and Operations (DIQO) are responsible for the delivery of student and curriculum administration services that enable the University to deliver a student-centered experience through technology, effective systems design and administration with a focus on data integrity and service quality. DIQO are responsible for discharging the University's legislative obligations, including those within the Higher Education Support Act (HESA) and the Higher Education Standard Framework (HESF).

DIQO worked in partnership with stakeholders in ITDS, the Education Division and Schools to implement the new Curriculum Management Platform (CMP). CMP will provide an end-to-end curriculum management solution that will allow the University to proactively manage and leverage our curriculum. The system successfully went live in Quarter 3 with work continuing to complete final data integrity checks prior to the system being opened to Schools in Quarter 2 2025.

Digitalisation was a key focus area for DIQO, with several initiatives to uplift core services delivered in 2024. For example, Quarter 4 saw the commencement of electronic Program Completion Letters (ePCLs). Delivered through MyEquals within 24 hours of being ordered, over 1,000 orders for ePCLs were received in November and December, supporting the University's sustainability goals by reducing stationary requirements while delivering information faster to students. This initiative illustrates work across DIQO to better leverage technology, including the Banner Student Management System, to improve user experiences.

Operational highlights include:

- Curriculum Operations managed 1,278 curriculum changes, including 124 new programs, fields of study and subjects
- Curriculum Administration delivered 2,981 subject outlines
- Timetabling scheduled more than 15,450 learning activities for 5,225 subjects
- Domestic Admissions processed 47,310 offers, including 16,378 HSC True Reward offers

- Student Finance implemented additional outreach activities which resulted in a 67% reduction in discontinuations in Autumn 2024 compared to Autumn 2023
- Examinations managed the delivery of 79,936 student exam sittings across 24 teaching terms
- Student Records managed more than 200,000 student enquiries, released in excess of 250,000 subject results, resolved approximately 3,750 issues with student records and managed the conferral of degrees to over 10,000 graduates.

### OFFICE OF THE UNIVERSITY SECRETARY

The Office of the University Secretary (OUS) comprises the University Secretary and the Office of Governance Services. The work of the portfolio supports the University's strategic plan, *Sustaining Success 2021 – 2026*, and its mission, values and principles by defining and developing good corporate governance strategies, procedures and programs. The OUS provided advice and support to the Board of Trustees and its Committees, Academic Senate, and to senior officers of the University on governance and policy matters and operational issues affecting the University.

The OUS focused on promoting and embedding an institutional culture with high standards of ethical behaviour, accountability, transparency and regulatory compliance, in line with the University's values of boldness, excellence, fairness and integrity. This was pursued through OUS' contribution to good governance, monitoring fraud and corruption across the University and management of student misconduct.

The University Secretary assisted the Vice-Chancellor Nomination Committee (VCNC), chaired by the Chancellor, with the selection and recruitment process of the University's fifth Vice-Chancellor and President, Distinguished Professor George Williams AO, who commenced with the University in July 2024.

## Division of the Senior Vice-President and Chief Operating Officer

The Office of the University Secretary and Governance Services oversaw an external review of the University's Board of Trustees, Standing Committees of the Board and Academic Senate. The review was undertaken against Domain 6 of the Tertiary Education Quality and Standards Agency *Higher Education Standards Framework (Threshold Standards) 2021*. Overall, this review found that the University's corporate and academic governance performs well and is in alignment with the Threshold Standards. A change in the structure of the Standing Committees of the Board was undertaken and this work to continue into 2025.

An external review of the skills and diversity of the University's Board of Trustees was undertaken. The review found that the Board has the required skills, capabilities and experience to appropriately perform its role, as well as having reasonable diversity and balance across its members. The review provided opportunities to strengthen capability in specific areas in future appointments to the Board.

The Office of Governance Services' team has continued to support the University with policy management, support of School and Institute governance meetings and meetings of the Board and Academic Senate and their Standing Committees. The team continued to manage privacy incidents and misconduct appeals cases.

Key projects completed by the Office of Governance Services included the customisation and implementation of a new case management system, which is designed to manage all reports of complaints, student misconduct and sexual offences within a single environment. The Data Remediation and Information Governance project, which involved working with the wider University community to improve data retention and destruction practices. As part of this work, an Information Governance Framework has been developed.

## Division of the Vice-President and Chief Financial Officer

### CHIEF FINANCE OFFICER DIVISION

#### OVERVIEW

The Division of the Vice President and Chief Financial Officer provides high level strategic direction to, and oversight of the University's financial performance to ensure the University's financial sustainability.

The Division ensures the University's financial integrity, financial oversight, risk management, internal audit and procurement activities are met at the highest possible standard, including the achievement of annual unqualified financial statements.

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

The key areas of the Division are:

- Financial Analysis and Performance
- Financial Business Partnerships
- Financial Services
- Treasury
- Procurement
- Internal Audit
- Risk

#### FINANCE

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

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

#### Corpus Fund

The effective management of the University Corpus ensures the proceeds from Western Growth (and other significant commercial activities) are used for the University's long-term benefits. The University's Corpus is aligned with the University's strategic priorities, facilitating sound financial and investment management and enhancing prospects for further development and long-term University-wide advancement.

#### Responsible Investment

The University is committed to Responsible Investment and seeks to ensure that environmental, social and governance (ESG) issues are integrated into the development and implementation of the University's investment portfolios. The University is a signatory to the United Nations Sustainable Development Goals (SDGs) and seeks to support these through its investments where possible (see highlighted achievements below).

The University has appointed Mercer as its implemented consultant. Mercer Group is a founding signatory to the Principles for Responsible Investment (PRI), which began in 2006 as a United Nations-supported network of investors and is recognised by many industry participants as a significant contributor to responsible investment leadership globally and locally. More details on how Mercer implements responsible or sustainable investment within Western's endowment can be found on **Mercer's sustainable investment webpage** and in Mercer's Annual Sustainable Investment Report ([available on request](#)). The Mercer website can be used to access additional information on sustainable investing approaches that apply to the University's portfolio, including the investment approaches to modern slavery and climate change.

The University and Mercer Group believe ESG factors can have positive impact on investment risk and returns over the long term. The University will therefore aim to:

- Ensure it understands any material ESG risks and opportunities embedded in the portfolio's investments and that they are managed accordingly. This includes climate change-related risks and opportunities associated with the transition to a low carbon economy and the physical impacts of climate change
- Consider how material ESG factors are integrated into the investment process when choosing and monitoring investment funds and partnering with the right fund managers
- Require reporting on potentially material ESG risk and opportunity exposures from fund managers as part of an annual review.

Both the University and its implementation consultant believe that being a sustainable investor means using influence as an investor, through proxy voting and engagement, to encourage good corporate governance and sustainable operating practices. Mercer publishes an annual Sustainable Investment Report (available upon request as noted above <https://www.multimanager.mercer.com.au/funds/sustainable-investment.html>) which includes an overview of Mercer's active ownership activities, including proxy voting, collaborative engagement and, in some cases, direct corporate engagement.

In addition, **Mercer's Proxy Voting Search** site includes details of voting activity. It is updated semi-annually to reflect the voting activities over the prior 12 months. In 2024, the University ranked in the top third amongst global peers in its approach to responsible investment, noting this is the sixth annual responsible investment report produced.

## Division of the Vice-President and Chief Financial Officer

Achievements over the past year include:

- The University believes it is important to position its investments for a low carbon future. In 2024, the endowment continued to decarbonise. As at 30 June 2024, the University's total measured investment portfolio had decarbonised by 14.0% on an absolute emission basis relative to a 2020 baseline.
- In keeping with the requirements of the Modern Slavery Act and our commitment to protecting human rights, Mercer reviewed the University's investments for any potential exposure to modern slavery incidents or risks. As at 30 June 2024, the University's portfolio was found to have no holdings with modern slavery red flags.
- The University invests in the Mercer Sustainable International Shares Fund, of which 65% (as at 30 June 2024) was invested with managers that specifically target sustainability themes and/or impact investments which further support our commitment to the SDGs. Sustainability themed investments include a focus on renewable energy, waste management, health and social services, and sustainable consumer goods.

### PROCUREMENT

Procurement Services is responsible for driving value for money outcomes, ensuring supply continuity and risk mitigation within the procurement lifecycle for goods and/or services for the University.

Procurement has continued to transition to a commercial advisory function enabling responsible business outcomes within the Procurement lifecycle from acquisition of goods and/or services, development of procurement strategies and commercial negotiations while embedding ethical sourcing considerations within procurement decisions and risk mitigation. Procurement also ensures adherence to applicable regulatory acts such as Modern Slavery Act (2018) Cth, Government Information Public Access (GIPA) Act, NSW procurement provisions and procurement best practices.

Procurement's four key streams are:

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

### INTERNAL AUDIT

The Internal Audit team operates under a formal Charter approved by Audit and Risk Committee, a committee of the Board of Trustees, and reports functionally to the Audit and Risk Committee and administratively to the Vice-President and Chief Financial Officer, with an independent reporting line to the Vice-Chancellor and President. Because of its independent status the Office of Internal Audit is well placed to provide management and senior executive with impartial reports on University operations. A new Executive Director of Internal Audit has been appointed and commenced in January 2025.



# Division of the Vice-President Operations and Commercial

## OPERATIONS AND COMMERCIAL DIVISION

### OVERVIEW

Operations and Commercial plays a pivotal role in shaping the University's physical and operational environment. The Division aims to create inclusive, activated, connected and sustainable places and spaces to enable our education and research, while fostering a vibrant campus experience for our students, our people and our communities. Operations and Commercial lead and are accountable for planning, placemaking, commercial development, infrastructure delivery, environmental sustainability and responsible operational management of the University's campuses and precincts. The Division engages with stakeholders to understand their unique needs, challenges, and aspirations – ensuring services are designed to deliver maximum value. Operations and Commercial builds strong, collaborative relationships, and focus on measurable outcomes to create an environment that supports the University's long-term success.

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

- Ensures that each of our campuses has the necessary infrastructure that supports the University's mission and operational requirements
- Implements a strategic, transparent and equitable process for the planning and delivery of capital and infrastructure projects
- Preserves and enhances the unique character of the campuses, recognising and celebrating their uniqueness
- Develops, implements and manages the University's sustainability agenda in line with the overarching strategic plan and vision
- Maintains a safe and healthy environment for everyone who uses our campuses, facilities and amenities.

### Western Growth

Western Growth is an ambitious program that co-creates cities and educational infrastructure in Western Sydney in partnership with industry and government. Western Growth encompasses the development of existing campuses and the creation of new, technology-enabled, connected and collaborative learning, teaching and research facilities. New and revitalised campus infrastructure contributes directly to the economic and social development of Western Sydney and the financial sustainability of the University.

### Key Achievements

The Division's key achievements for 2024:

- Significant progress on the **Indigenous Centre of Excellence**
  - Announcement of the winning design through a two staged national design competition
  - The State Significant Development (SSD) application was submitted. The SSD represents a crucial milestone for the project, ensuring that our project meets all state regulations and standards
  - Execution of the Funding Deed with the State Government for the project
  - Initiation of the procurement process for building works
- **Agri Tech Precinct**
  - Execution of the Funding Deed with the Federal Government for the project
  - Development Application approval
  - Initiation of the procurement process for building works
- Practical completion of Surabaya campus, Indonesia. The first cohort of students commenced on 2 September
- Milperra redevelopment Planning Proposal LEP amendment was gazetted by the Minister on 14 June 2024. This secures rezoning of the site and represents a significant milestone for the project
- Werrington redevelopment received in-principle approval from the minister which authorises the University to proceed with development planning
- Fairfield Connect, the University's first tertiary study hub was officially opened on 25 February 2024, and the University were granted Practical Completion on 5 April 2024

- Bankstown City Campus won the Excellence in Sustainability award at the Urban Developers Awards
- Financial Training Lab located at our Parramatta City Campus, awarded the prestigious Better Future Australian Design Awards 2024 Gold Design award. These prestigious awards shine a spotlight on projects that are building a stronger, more inclusive, and more sustainable Australia
- Successfully completed our Climate Active 2024 certification, maintaining our Carbon Neutral status for another year.

### Capital Program

The Capital Program plays a key role in managing and delivering the University's Capital Plan, ensuring projects are executed efficiently and effectively while aligning with the University's long-term vision and infrastructure needs. Through stakeholder engagement and a commitment to sustainability, the program delivers high-quality facilities that enhance teaching, research and student experiences.

Beyond major capital projects, the team has undertaken essential infrastructure upgrades across all campuses to strengthen the University's operational resilience and sustainability. These upgrades include improvements to mechanical and electrical systems, enhancements to the Building Management System (BMS) and targeted sustainability initiatives. While not always visible, these works are fundamental to maintaining a safe, efficient, and future-ready campus environment while supporting research, learning and the overall experience of students and staff.

A key highlight this year was the commencement of construction for the First People's Garden at Campbelltown Campus. Developed in collaboration with the D'harawal Traditional Descendants and Knowledge Holders Circle and supported by Western's Elders Advisory Committee, this significant cultural space integrates D'harawal lore, stories and seasonal flora. Key features include the three Lore/Truth Hills, running water and native plantings. The garden, set to open in Q1 2025, will provide a unique space for reflection, learning and community engagement.

## Division of the Vice-President Operations and Commercial

### Infrastructure Strategy and Planning

Infrastructure Strategy and Planning leads planning for campuses and infrastructure aligned with the University's mission, values and objectives. The business unit collaborates across the Division, the University and with the wider community to create vibrant, activated and resilient campus environments enhancing the student experience and enabling education and research.

Key achievements in 2024 include:

- Leading planning and design streams in advancing projects under Western Growth and Capital Program
- Progression of planning and design development for the Indigenous Centre of Excellence project
- Completion of the scoping phase to initiate the Parramatta South Campus Place Strategy project. The Place Strategy will create a new vision and spatial framework for the campus and identify opportunities for campus transformation
- A strategic review and update of the University's Design and Space Standards, aligned with contemporary and emerging trends in space design and evolving pedagogical approaches
- Planning and coordination for various transport initiatives at Parramatta South campus. In consultation with the City of Parramatta Council and Transport for NSW positive progress has been achieved to enhance access and improve transport choice including the opening of the Parramatta Light Rail connecting the Parramatta South, Parramatta City and Westmead campuses.

### Environmental Sustainability

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

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

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

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

Data stewardship underpinned contributions to reporting requirements, including those relating to mandatory greenhouse gas and energy reporting (NGER); sector benchmarking with Tertiary Education Facilities Management Association (TEFMA); evidence in support of Times Higher Education (THE) Impact Rankings; and ongoing reporting for Climate Active certification.

### Campus Operations

Campus Operations (CO) is responsible for providing a safe, secure and positive environment for our students, staff and visitors, along with the leadership and managerial responsibility for the efficient and sustainable operations of the University's properties (both owned and leased) including infrastructure, on-campus services including transport and parking, cleaning, recycling and waste management, as well as grounds and landscaping across all University campuses and auxiliary sites.

Key achievements in 2024:

- Various enhancements in safety, security and emergency management practices, including the development of new protocols and procedures to respond to an increasing security and threat environment while upholding freedom of speech and a positive campus experience
- Streamlined incident management and reporting, resulting in greater efficiency workflow from incident through to misconduct
- Hosted a High School Leaders Forum and dedicated Community Study spaces Bankstown City Campus and Parramatta City Campus.

### Infrastructure and Commercial Performance

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

The new service agreement for student accommodation commenced on 1 April 2024 under a "white-label" arrangement. The intent of the "white-label" is that the operator brand is not displayed and as far as the resident is concerned, they are dealing with the University on accommodation matters. The team is dedicated to creating a vibrant and inclusive living environment for all our students. Our mission is to ensure that every resident feels welcomed, supported, and at home, regardless of their background or circumstances. At the heart of the accommodation strategy is a strong focus on wellbeing and support through our residential life program. Recognising the diverse needs of our residential community, the team has partnered with stakeholders within the University to promote respect, equity, inclusion and community across the residences. The change in focus has resulted in increased occupancy rates within the accommodation.

## Division of the Senior Deputy Vice-Chancellor and Vice-President Research, Enterprise & Global

### RESEARCH, ENTERPRISE AND GLOBAL

#### OVERVIEW

The Division of Research, Enterprise and Global supports research excellence, knowledge generation and translation, innovation, entrepreneurship and national and global collaborations. The Division is focused on excellence in research, genuine collaboration that delivers impact, global education and research. The Division's outward focus delivers strategic alliances to address escalating and complex societal, environmental, health and economic challenges globally, including those which foster inequality and social exclusion.

#### RESEARCH

The Research Block Grant allocation for Western Sydney University under the Research Support Program (RSP) was \$9,426,042 compared to \$8,348,080 in 2023. The Research Training Program (RTP) was allocated \$16,496,385, up from the 2023 allocation of \$15,943,858. The total RBG funding in 2023 was \$25,922,427 compared to \$24,291,938 in 2023.

Competitive research funding was up across all categories. Category 1 funding secured increased from \$17,350,559 in 2023 to \$21,522,963 in 2024 with \$13,371,434 secured in category 2 funding compared to \$11,677,092 in 2023. In 2024 \$20,350,368 was secured in category 3 funding against \$17,694,288 in 2023 while \$3,731,706 was secured in category 4 funding compared to \$2,407,417 in 2023.

Researchers at Western secured \$10 million in grant funding through the Australian Research Council's Industrial Transformation Training Centres, leading two Industrial Transformation Training Centres.

Professor Oula Ghannoum, from the School of Science (SoS) and the Hawkesbury Institute for the Environment (HIE), is leading the ARC Training Centre for Smart and Sustainable Horticulture.

Distinguished Professor Vivian Tam from the School of Engineering, Design and Built Environment was named as the lead researcher on the Industrial Transformation Training Centre in digital platforms for Net-Zero Building Ecosystem Lifecycle (NOBEL).

Western Sydney University researchers were also named as Chief Investigators on the ARC Industrial Transformation Research Hub for Human-Robot Teaming for Sustainable and Resilient Construction led by the University of Technology, the ARC Research Hub for Intelligent Energy Efficiency in Future Protected Cropping led by RMIT and the Monash led ARC Research Hub for Infrastructure Net Zero.

Associate Professor Pejman Sharafi from the School of Engineering Design and Built Environment and the Urban Transformation Research Centre secured an Australian Research Council Mid-Career Industry Fellowship scheme for the project, *A platform for multifaceted climate-adaptive building envelopes*.

#### Research Appointments and Awards

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

- Distinguished Professor Alexis Wright winning the Miles Franklin Literary Award, the Stella Prize 2024, the James Tait Black Prize, the University of Queensland Fiction Book Award, the Voss Literary Prize 2024; and the ALS Gold Medal for her novel Praiseworthy
- The reappointment of Associate Professor Rachel Gallagher from the Hawkesbury Institute for the Environment (HIE) as a member of the Department of Climate Change, Energy, the Environment and Water's Threatened Species Scientific Committee
- Distinguished Professor Brajesh Singh from the Hawkesbury Institute for the Environment appointed the Chair of the United Nations Food and Agriculture Organisation's (UN-FAO) International Network of Soil Biodiversity (NETSOB)

- Associate Professor Tanya Notley, the School of Humanities and Communication Arts and the Institute for Culture and Society, Dr Aimee Hourigan, from ICS and Dr Simon Chambers from MARCS, awarded the 2024 Marieli Rowe Innovation in Media Literacy Award by the International Council for Media Literacy
- Distinguished Professor David Simmons from the School of Medicine and Translational Health Research Institute was named Highly Commended for Research Australia's Health Services Award
- Associate Professor Ben Moore from the Hawkesbury Institute for the Environment appointed to the Independent Koala Expert Panel
- Innovation AUS Excellence Award – Prof Sebastian Pfautsch
- Australian Academy of Science Fellows – Distinguished Professors Belinda Medlyn and Brajesh Singh
- Pascall Prize for Arts & Criticism, Walkley Foundation – Dr Catriona Menzies-Pike
- ARC College of Experts – Prof Samantha Liyanapathirana.

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

#### Research Capability Support

The Researcher Development Framework is the most recent in the suite of Divisional initiatives bolstering the University's research profile and developing the next generation of research leaders. The program delivered 28 workshops to 950 participants in 2024. The Researcher Futures Accelerator (RFA) was launched in 2024. The RFA is an eight-module program designed to equip staff with the resources, information and supports to conduct research at Western realise their research ambition.

## Division of the Senior Deputy Vice-Chancellor and Vice-President Research, Enterprise & Global

Building and promoting research capacity in areas of existing and emerging strength, the Division conducted an analysis and University-wide consultation process to reconceptualise the Research Themes. The new themes, now known by the title Global Challenges, are designed to tackle local and global issues and leverage opportunities while supporting the University's sites of existing and emerging research strengths. The Global Challenges will launch in 2025.

The Division celebrated the 10th Anniversary of Research Week with the theme "*The Next Decade of Discovery: Better Futures, Now*". Fourteen events were held with 1133 registrations across the week. The events saw over 420 external attendees with broad industry participation as both audience members and co-presenters. Partner organisations represented included Parramatta City Council, Western Sydney Lakes, Business Western Sydney, GWS Giants, Frontrunners and Transport for NSW.

The flagship events for this year included a keynote address by Dr Marlene Kanga AO, engineer, entrepreneur and diversity activist presenting on "*The Diversity Imperative for High Impact Research and Innovations*"; the Inaugural Anne Cutler Public Lecture, "*Producing and Perceiving the Sounds of Language with a Multilingual Repertoire*" and the 10th Annual Research Impact Competition which included the Western Ventures Innovation Prize for research close to translation or commercialisation.

As part of the University's recognition and celebration of International Women's Day 2024, the Division of Research, Enterprise and Global, in conjunction with the Office of Equity and Diversity, hosted an online forum sharing insights into women's experiences of personal and economic empowerment, gender inclusivity and women's health. The session was facilitated by Associate Professor Freya MacMillan (Associate Pro-Vice Chancellor, Research) and was attended by over 90 academic and professional staff from across the University. The panel event was followed by a workshop conducted by Lucy Lin (Entrepreneur in Residence for the Women & Multicultural Program, Launch Pad) on personal brand building and networking.

The Division awarded funding through the Researcher Development Awards for Early Career Researchers, researchers who have experienced career interruption and Early Career, Indigenous and Women's fellowships and women. \$364,000 in funding was awarded to 23 researchers for projects to be conducted in 2025. Since these awards commenced, \$6,634,746 in funding has been awarded to 347 researchers in nine years. This funding supports research careers and equity of progression, regardless of circumstance.

The Division hosted Research Quality Forums (RQF) to bring together Deans, Discipline Leads, Research Institute Directors, Associate Deans of Research and critical Divisional staff. The Research Quality Forums addressed several priority areas and potential innovations, including Research Targets, Researcher Development, Research Contributions to the Research Rankings, the University Accord and the National Science and Research Priorities. Western was again named first in the world by the Times Higher Education Impact Ratings for its commitment to the United Nations Sustainable Development Goals. Underpinning the number one ranking was Western's exceptional performance in several of the SDG categories:

- 1st in the world overall
- 1st in the world for SDG 5 Gender Equality
- 4th in the world for SDG 12 Responsible Consumption and Production
- 4th in the world for SDG 17 Partnership for the Goals
- 9th in the world for SDG 6 Clean Water and Sanitation
- 3rd in the world for SDG 15 Life on Land
- 8th in the world for SDG 10 Reduced Inequalities
- 4th in the world for SDG 13 Climate Action.

### ENTERPRISE

The Division brokered a number of mutually beneficial partnerships throughout the year and positioned the University to secure further partnerships into the future. Launch Pad's Venture Makers continued to be rolled out across Western Sydney University's campuses locally and globally with the program catering to 5,000 students in 2024.

The Omron partnership was launched the 29th of November and incorporates industry-University co-location to deliver campus activation. A Memorandum of Understanding was developed and signed with Western Sydney International Airport.

Enterprise is progressing a range of collaborations in alignment with innovation campus precinct development activities at Bankstown, Hawkesbury and Bradfield.

### GLOBAL

The Division continued to drive the University's international presence through global campuses and hybrid education and research models. Western's global activities provided a comprehensive, innovative and flexible program of internationalisation with partnerships, research and student experience at its heart.

The international campus in Surabaya successfully commenced teaching with an expanded suite of offerings and official launch planned for 2025.

The Division led a new agreement with the University of Economic, Ho Chi Minh City, expanding the University's activities in Vietnam and securing space for student growth.

The Division's Global portfolio also led the University's submission to the Indian University Grants Commission (UGC) of Western's application to establish our Agri campus in India.

Western Sydney University secured \$906,620 to support 167 grants for local undergraduate students through the Australian Government's New Colombo Plan (NCP) Mobility Program, opening immersive education and cultural experiences for its students in the Indo-Pacific region. Western Sydney University students travelled to India, Taiwan, Singapore, Timor Leste, Sri Lanka, Indonesia, Nepal, Japan, South Korea, Fiji and Malaysia.

## Division of the Deputy Vice-Chancellor and Vice-President Education

### EDUCATION

#### OVERVIEW

The Division of Education replaces the former Academic Division from 2024. In mid-2024 the Division of Education was restructured to incorporate the area of student support services. Consistent with University strategy, the Division of Education has primary responsibility to work within the University to:

- Delivers on the University's agreed educational priorities
- Ensures the quality and compliance of the University's educational offerings
- Oversees the professional development of the University's academic workforce
- Develops strategic directions to build academic excellence in all Schools
- Leads the implementation of learning and teaching strategies and plans
- Works with Schools to support, develop and reward excellence in teaching across all delivery modes and in all locations
- Supports design and delivery of the University's digital learning environments
- Enhances the student experience and build student access and retention strategies
- Maintains the quality, integrity and currency of academic programs
- Ensures the development of robust and sustainable academic pathways
- Ensures delivery of quality pathways through The College and International College
- Delivers excellent technical support services for teaching and research
- Ensures the provision of high quality contemporary library and information services.

#### THE OFFICE OF THE PRO VICE-CHANCELLOR, LEARNING AND TEACHING

The Office of the Pro Vice-Chancellor, Learning and Teaching (formerly Learning Futures) offers educational support across the institution, promoting best teaching practice through professional development, technological innovation, reward and recognition, and collaborative partnerships.

#### Projects and Innovations

The Engaged Teaching Project (ETP) worked with Schools on classroom initiatives designed to enhance student engagement. It partnered with students to create the "Moments that Matter" resource, connecting staff with student voice and ideas about how to better engage students in learning.

L&T provided strategic support and leadership on institutional initiatives, including the TEQSA Request for Information (RFI) on Artificial Intelligence and the Support for Students policy. L&T led a "Tiger Team" on Artificial Intelligence and Academic Integrity which responded to the challenge of Generative AI and led to targeted changes in policy and practice.

#### Professional Learning

Learning & Teaching delivered two major events focused on professional learning, recognition and dissemination: Learning and Teaching Week and the Learning and Teaching Showcase. Learning and Teaching Week, held in May, focused on contemporary issues in higher education, including ethical use of AI, programmatic assessment, sustainability, student engagement, digital literacy and Indigenising the curriculum. The Learning and Teaching Showcase, held in November, was a one-day event to showcase the educational excellence of academics, with a diverse range of technological and pedagogical innovation and good practice on display. Both events attracted much larger audiences than previous years demonstrating renewed engagement on the part of staff. Learning & Teaching delivered several major professional learning programs in 2024. The Foundations of University of Learning Teaching (FULT) program, required for new A-C academic appointments, had 59 participants in 2024, and is planned to expand to the new Surabaya Campus in 2025. The AdvanceHE Fellowship support program attracted 80 expressions of interest, with 40 accepted into the program. Western Sydney University has almost two hundred Fellows, ranging from Associate Fellow to Principal Fellow.

The Digital Learning team delivered 62 workshops and provided 284 one-on-one support sessions for academics throughout the year. Digital Learning delivered the DigitalYOU project, a student-facing digital literacy initiative delivered in partnership with the Library and ITDS.

#### Technology-Enabled Learning

Technology-Enabled Learning (TEL) designs and produces innovative learning resources to support the digital and capability uplift of academics and students. TEL established new partnerships and continued to work alongside existing partners in the Schools to deliver strategic priorities. School-based projects in 2024 included 35 projects with eight schools and seven business units, 289 media assets developed via Western One Stop Studios (WOS), simulated virtual laboratories, interactive websites and engaging videos.

#### Sustainability Education and Partnerships

Sustainability Education and Partnerships (SEP) played a central role in achieving Western's #1 ranking in THE Impact Rankings for the third straight year. SEP was successful in securing \$1,000,000 in funding from the Commonwealth Government's Urban Rivers program for the Resilient Rivers for Resilient Platypus project. Partnering with School of Science, SEP successfully embedded the microcredential "Sustainability Think Care Do" into a large second year mandatory subject "Complex Case Studies in Science" as an assessment with an enrolled cohort 398 students. In November 2024 SEP piloted the Sustainability Literacy Survey for students to assess current sustainability knowledge levels.



## Division of the Deputy Vice-Chancellor and Vice-President Education

### THE OFFICE OF THE PRO VICE-CHANCELLOR, QUALITY AND INTEGRITY

The Office of the Pro Vice-Chancellor, Quality and Integrity (OQI) was established in November 2024. It is responsible for leading and managing the University's approach to educational quality assurance, academic and award integrity, and general regulatory compliance. The OQI contributes to Western's success by maintaining the quality and compliance of the University's suite of educational products. The OQI superseded the Office of Educational Partnerships and Quality (EPQ). To November 2024, EPQ had oversight of curriculum approval and quality processes at Western, and managed educational partnerships with third-party providers, student placements, quality assurance, accreditation and academic pathways. EPQ priorities for 2024 included a focus on the renewal and realignment of processes around curriculum quality assurance and third-party provider compliance. EPQ oversaw the initial preparations for the University's 2025 TEQSA re-registration.

#### Curriculum Quality and Projects

The Curriculum Quality Team, supported by the Educational Advisors, implemented the first cycle of the newly developed Curriculum Quality Procedures. These procedures make provision for regular program monitoring and longer-term renewal cycles through the Biennial Academic Program Monitoring (APM) and the five yearly Cyclical Curriculum Renewal (CCR). The first APMs were completed in October 2024, with the schedule to continue into 2025.

The University's application for renewal of registration with TEQSA is due in 2025. Preparations commenced in 2023 with the activation of the TEQSA Steering Group, chaired by the Deputy Vice-Chancellor and Vice-President, Education, and including high-level representation from a range of portfolios. One academic School Review was conducted in 2024: the School of Engineering, Design and Built Environment. Cyclic School Reviews are evidence-based and conducted in accordance with the University Reviews Policy and associated guidelines.

### Students and Partnerships

In 2024 EPQ, via the Third-Party Provider Committee (TPPC), continued the review of third-party provider quality and compliance processes and developed a refreshed academic governance structure for education delivery partners. Third-Party partnership arrangements with external providers, domestic and international, are supported through a dispersed model. EPQ was established, in part, to coordinate the compliance, governance and review activities. Central oversight of these partnerships transitioned in late 2024 to the newly established Office of the Pro Vice-Chancellor, Global. In November 2024, OQI finalised the annual quality reviews of six third-party provider partnerships.

EPQ continued to support Schools with submissions for program-level professional accreditations. Successful reaccreditation applications supported in 2024 included Australian Association of Social Workers (AASW), Paramedicine Board of Australia, Australian Music Therapy Association (AMTA) and the Australian Nursing and Midwifery Accreditation Council (ANMAC).

The Placements Hub ran 175 drop-in sessions in 2024, with 2,090 distinct occasions of service with students about NSW Student Health student compliance assessments. Placements Hub also renewed or created 758 placement and WIL agreements in 2024. A total of 25,826 placements were recorded in InPlace in 2024.

#### The Library

The Library manages collections, library facilities on our eight campuses, and research support, teaching and student services. The Library coordinates a University-wide approach to academic literacy skills through the Academic Literacy Strategy and manages the curation, preservation, promotion and digitisation of the Whitlam Prime Ministerial Collection.

In line with the Academic Literacy Strategy, the Library offered an extensive program of Academic Literacy workshops and events in 2024, with more than 200 programs available for students to attend. Embedding of the Academic Integrity Module (AIM) as a requirement of first year students resulted in 1,910 students completing the module in 2024. Phase two of the Strategy, working with Schools to embed academic literacy skills in curricula, commenced in quarter four. The Library also hosted the Project Information Literacy tour, where Dr Alison Head, supported by a Fullbright Scholarship, led a range of speakers across engagements in NSW, the ACT, Melbourne and Queensland.

The Library's formal Student-Staff partnership approach continued in 2024, delivering projects including partnering with Bankstown Poetry Slam, encouraging students to write, perform and learn about poetry, and satellite events in each of our libraries.

In support of the principles of equity and access to knowledge, a Reading List Transformation project commenced in 2024. Working closely with academic staff, the Library seeks to ensure born-digital materials to which the Library can provide access to students for free replace print materials on Reading Lists. Commencing with 80 targeted programs, at the end of 2024 there was a 10% increase in fully-digital lists, and a reduction of 6% in fully-print lists. This important work will continue in 2025.

Open Access publishing of university research through library-managed Read and Publish (R&P) Agreements continues to grow.

More than 382 articles were accepted for publication across R&P Agreements and over \$1,956,000 in publishing fees avoided in 2024.

Implementation of the Library Indigenous Strategy included the establishment and recruitment of two Indigenous identified positions. An extended collaboration between the Library, Western Sydney Creative, the Director of Indigenous Research and Terri Janke and Company resulted in the finalisation of Indigenous Cultural Intellectual Property protocols being developed. Due for launch in 2025, these will be a key to addressing historical issues with library indigenous collections and descriptions.



### Teaching and Research Technical Services

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

TRTS continued to develop continuous improvement practices including reporting and continuation of the continuous improvement program. TRTS managed the full return to campus for all on-campus teaching and research activities across all campus locations, including specialised facilities and equipment advice for overseas campuses. Western Sydney University now operates Uncrewed Aerial Systems (UAS - Drones) under our own Remote Operators Certificate and development of microcredentials and certificate courses via The College are underway for this emerging industry.

TRTS hosted the National Technet conference which is the premier Australian technical conference. The conference was attended by over 20 industry partners and 25 Australia and New Zealand Universities and Research Institutes. The 2024 conference was officially the largest ever held to date.

### THE OFFICE OF EDUCATION INNOVATION

#### Refreshed Microcredential Offering and Operations

In February, the WesternX team joined the Education Innovation team to enable a consolidated microcredential offering for the University. The outputs of this work included developing a unified microcredential marketplace, refined marketing messaging, reduced complexity for industry partners and internal stakeholders, streamlined design and development processes, and implementation of initial B2B and industry association marketing channels. Highlights from this work include supporting 4,805 new learners, 6,000 continuing learners, and expansion into new regions such as Malaysia via the Malaysia Centre for the Fourth Industrial Revolution and with new partners including TAFE NSW and Telstra.

### Microcredentials Pilot in Higher Education

The Microcredentials Pilot in Higher Education (Pilot) is a three-year Federal Government pilot designed to assist higher education providers to design and deliver microcredentials in fields of national priority, to meet industry skills needs and increase access to lifelong learning.

In H1 2024, both the Applied Disease Outbreak Management and Foundations of Environmental Sustainability microcredentials funded in Round 1 were successfully delivered with a total of 75 learners completing the microcredentials. In addition to the 684k in funding received, this pilot has enabled the University to test new marketing strategies, establish admissions and enrolment processes, online learner support models and learning analytics capability.

#### Postgraduate Transformation (PGx)

The Postgraduate Transformation (PGx) initiative delivered on several elements within the original business case. These included:

- Fostering strategic partnerships with partners such as Accenture, Adobe, EduGrowth, Microsoft, Salesforce, and Deloitte
- Pioneering technology enabled learning with the development of two Meta-Beings and establishment of the EdTech Innovation Network with EduGrowth
- Designing market-driven insights capabilities and industry-relevant products
- Development of new learner support, online learning and teaching models, and portfolio-based assessment practices
- Piloting and embedding of AI, skills frameworks, and automated learner profiles.

### THE OFFICE OF THE PRO VICE-CHANCELLOR, STUDENT SUCCESS

Established in mid-2024, the Student Success portfolio is committed to delivering comprehensive support services and programs to enhance the student journey, from prospective students to graduates. The diverse range of initiatives foster academic, social and professional growth while building a vibrant university community and preparing graduates for future success.

### Future Student Engagement

The Future Student Engagement (FSE) Unit operates across three key pillars: Schools Engagement Programs (primary and high school), Teacher and Career Advisor Communication & Engagement, and Student Recruitment. In 2024, 221 student recruitment-focused activities, including markets, presentations, expos, and webinars, reached over 23,500 teachers, careers advisers, and prospective students. Highlights include:

- Delivering almost 700 activities for over 10,000 primary and high school students across the Western Sydney region, including nearly 200 events on campus
- The increased activities in Indigenous future student and community engagement saw the team deliver 52 events reaching over 5,000 Indigenous future students and community members
- Future Students successfully received a grant from the Department of Veterans Affairs to expand the Student Veterans Program at Western, including a focus on credit for prior learning in 2025.

### Student Services Hub

The Student Services Hub (SSH) serves as the University's central information and support hub, providing information and advice to students, Schools, staff, and the broader community. Comprised of three support teams, operating multi-channel contact centres and front counter locations, in 2024, SSH handled 180,000 incoming phone calls, 194,000 emails, 20,000 SMS, 150,000 WesternNow tickets and 44,000 face-to-face interactions.

## Division of the Deputy Vice-Chancellor and Vice-President Education

### Western Success

Western Success supports students through proactive, data driven engagements focusing on transition, retention and at-risk students, connecting them with the support available at the University. Western Success is integral to supporting students throughout their student journey, providing advice and mentorship to students that is just in time, just enough, and just for them. In 2024 Western Success connected with 32,362 students via SMS, email and phone channels, with 29,249 successful phone engagements. Highlights include:

- Supported students in their return to study following the removal of the Low Completion Rate rule, resulting in a 14.4% retention uplift for that cohort as of Autumn 2025
- Expanded our progression work under a new policy, contacting student via phone or SMS to either congratulate them on their results (Good Standing), or offer support (At Risk, Conditional Enrolment, Exclusion). Our calls to students on Conditional Enrolment have resulted in a 25.9% uplift in retention for this cohort.

### Careers and Employability

Employability is a shared responsibility across Western, with the central Careers and Employability Team working collaboratively with Divisions and Schools to improve student employability outcomes. The Team provides career education services to equip students for a successful transition into the workforce. In 2024, the Careers and Employability team delivered 186 workshops, 24 guest lectures, 50 one-on-one career consultations, responded to 437 career questions, engaged 990 students in eight employability programs generated 13,500 student views of curated self-access career resources in Career Hub and Western Edge had 4,681 unique users access 30 playlists.

### The Academy

The Academy equips students with the skills, confidence and opportunities to take on leadership roles while engaging as citizen scholars in their communities. Designed to cultivate a growth mindset and foster lifelong learning beyond formal education, the program continues to expand its reach and impact. In 2024, student membership grew to 1,100, marking a significant milestone. Key highlights include:

- Leadership & Community Engagement: a total of 339 students participated in Academy events, including roundtables, school committees, welcome days, and student ambassador programs
- Academic & Skills Development: students in the Citizen Scholar Program completed 275 online leadership development modules, with an additional 65 students engaging in deep-dive activities such as national and international summits and study tours.

### Scholarships

Scholarships provide enrichment opportunities for students beyond their financial benefits. The Scholarships Team delivers a comprehensive coursework scholarship program aimed at enhancing and supporting the student experience. Highlights include:

- Almost 300 new scholarships awarded in 2024 and over 1200 payments processed
- Case management of just under 600 continuing scholarship recipients.

### Fairfield Connect

Fairfield Connect focuses on community engagement and developing initiatives to address local educational needs. In 2024, it welcomed over 6,600 visitors, hosted 91+ events and workshops, and collaborated with 100+ local organisations. Highlights include:

- Hosted Ambition+ PLUS, a youth leadership program, in November 2024, with 600+ EOIs for 80 spots. 98% of participants reported greater confidence in tackling challenges, taking responsibility and building supportive networks
- Hosted HSC study sessions in October 2024, offering a quiet, supportive environment for final exam preparation. Partnered with the local shopping centre to provide free lunch vouchers, easing financial concerns for students.

### Student Wellbeing Services

Student Counselling, Disability and Welfare services empower students to thrive by offering personalised mental health, wellbeing and psychological support, educational adjustments, and essential services such as financial and accommodation assistance, support and case management for different student cohorts including international students, asylum seekers and carers, that foster well-being and academic success. In 2024, the Wellbeing Service assisted 5593 unique students and delivered 36,244 occasions of service.

### Student Community

Student Community delivers student-facing programs, projects and services including Student Clubs, Campus Life, Out & About, Sports, WESTERNLife, LEAD, Food Security, Inclusive Communities (including Multifaith Chaplaincy), Student Representation, Student Voice, and Student Case Coordination (Sexual Offences and Serious Misconduct). In 2024, Student Community delivered programs with 46,844 student engagements, seeing an increase of 80% in attendance over 2023. Highlights include:

- Providing free food to students - 15,067 community dinners served to 3,697 unique students; 10,061 community breakfasts served to 2,560 unique students; and 3,399 Western Pantry visits by 797 unique students
- 1,617 unique students engaged in University-run sports across 281 events
- 3,432 unique students engaged in 1,360 student-run club events and activities.

## Division of the Provost

### PROVOST

#### OVERVIEW

The Division of the Provost supports the University's 12 academic Schools, the Whitlam Institute and The College.

#### SCHOOL OPERATIONS

#### SUSTAINABILITY

The **School of Social Sciences** established the Social Work Practice Research Collaborative Centre to facilitate student demand for placements. Professional accreditation of Social Work programs was achieved for another five years in 2024. The Smart Irrigation Management for Parks and Cool Towns (SIMPACT) project, in partnership with government, industry and other universities, uses artificial intelligence and technology to cool the park's microclimate for visitors. A \$2.5M grant from the NSW Government's Digital Restart Fund supports this project.

Students in the **School of Engineering, Design and Built Environment** took huge strides towards the design and development of a new solar car, UNLIMITED 6.0, in preparation for competing in the 2025 Bridgestone World Solar Challenge.

Dr Asha Chand from the **School of Humanities and Communication Arts** secured a \$368k DFAT fellowship grant "Enhancing Digital Media Innovation and Sustainability" to build resilient media practices in the South Pacific and Southeast Asia, focusing on media viability, regional prosperity, and ethical journalism that support social cohesion and environmental sustainability.

With financial support from State government agencies, industry, Norfolk Island Council, Australian Museum and Taronga Zoo, **School of Sciences'** Associate Professor K Umbers' team are advancing research for preventing extinction in island invertebrates. Professors Metternicht and Z.Chen secured \$5M funding for the establishment of the ARC Training Centre for Smart and Sustainable Horticulture.

The **School of Health Sciences** secured a Centre of Excellence with the World Leisure Organisation (WLO), focusing on health and well-being. The COE will attract international scholars across research and education domains, key nodes include Leisure, Human Rights, Health and Place and Sustainable Development.

The **School of Law** partnered with researchers in the School of Social Sciences and the Urban Transformations Research Centre to design regulatory frameworks for building low-cost social housing that meets human rights standards for dignity and wellbeing in the context of a rapidly changing climate. Professor Catherine Renshaw, along with Professor Sebastian Pfautsch and Dr Anna Leditschke from the Urban Transformation Research Centre, engaged with key actors in the building industry and the legal profession to draw attention to the way current building standards fall short of future needs around health, housing, and human rights.

The **School of Education** hosted the *Sur Sur (South - South)* Dialogues which attracted international scholars from South America, South Africa, India and across Australia. The Dialogues provided an opportunity to highlight the transdisciplinary work of Western researchers on themes including global change, social inequity and climate justice.

The **School of Computing, Data and Mathematical Sciences** were key contributors to the Automated Crop Monitoring for Protected Cropping Systems program, supported by the Future Food Systems CRC and the ARC Training Centre for Smart and Sustainable Horticulture. This interdisciplinary effort focuses on building intelligent, protected cropping infrastructure to address global food shortages.

#### EQUITY

The **School of Social Sciences'** staff and students were awarded recipients at the inaugural Western NAIDOC Gala event. This included awards for Indigenous students' academic excellence; Indigenous Leadership; and the Indigenous Person of the Year. Moreover, an ARC Discovery Indigenous scheme award of \$0.926M was made to the School of Social Sciences' researchers for a study of Indigenous/Pasifika LGBTQI+ wellbeing and the role of rights-based practices in the Pacific Region.

Architecture staff from the **School of Engineering, Design and Built Environment** were shortlisted for the 2024 Association of Architecture Schools Australia Education Prize for their development of the "Studio Indigenous" pod, delivered within the Architecture programs.

The **School of Medicine's** Indigenous pathway went beyond population parity at +6% in enrolments and graduations. The **School of Nursing and Midwifery** introduced cultural responsiveness training via Indigenous Allied Health Australia (IAHA) for 34 staff members; and four Australian College of Nursing and two Australian College of Midwifery conference scholarships were received by early career researcher staff.

The **School of Business** was successful in renewing its funding from the Commonwealth for the Western Sydney University Tax Clinic, 2025-2027. 101 students completed an internship with the Clinic and in 2024. The Clinic received additional funding to support Pacific Australia Labour Mobility (PALM) scheme worker knowledge and engagement with Australia's superannuation and taxation system.

Two government grants totalling \$4.396M were awarded by the Australian Government's Department of Health and Aged Care in support of **School of Psychology** students placed in community organisations as provisional psychologists.

## Division of the Provost

The **School of Humanities and Communication Arts** celebrated Distinguished Professor Alexis Wright's "Praiseworthy" winning the Miles Franklin Literary Award, the Stella Prize, the James Tait Black Prize, the ALS Gold Medal, and the Queensland Literary Award, alongside her Creative Australia Lifetime Achievement Award. The School also launched MusicTherapy@Western to provide accessible, best-practice music therapy services to diverse Western Sydney communities.

The **School of Health Sciences** Centre for Male Health was the lead promoter and facilitator of National Men's Health Week in June 2024 with key stakeholders *Gotcha4Life* focusing on good health habits. As part of the week's celebrations, The Shed, a collaboration with the school and Western Sydney Primary Health Network, celebrated 20 years of providing suicide prevention referral services for local Indigenous men in the Mt Druitt area.

Three Indigenous students from the **School of Law** received NAIDOC awards at the University's NAIDOC awards night with one student, Jess Oehm, receiving the major NAIDOC award. In addition, under the Justice Clinic Memorandum of Understanding with the Salvation Army, the Justice Clinic represented 33 individual clients in their claims for victims support such as victim-survivors of modern slavery and sexual violence, resulting in over 500 counselling hours and just under \$100,000 in financial assistance. The **School of Education** was successful in winning a \$3.3M grant from the Department of Education's expansion of the High Achieving Teachers (HAT) program. The funds will support the development of one hundred bilingual teachers from Community Language Schools to become accredited teachers for work in Western Sydney Schools.

The **School of Computing, Data and Mathematical Sciences'** RoboCup team is made up of 30% female members, 100% Culturally and Linguistically Diverse members, and 30% international students. They actively encourage women in robotics and foster global collaboration, ensuring accessibility to STEM.

### TRANSFORMATION

Success from the **School of Social Sciences** in the QS World University rankings by subject was achieved with Development Studies in the top 100, and Geography and Sociology both in the top 200. Social Sciences achieved top 250 in THE World Subject Rankings.

The **School of Nursing and Midwifery** maintained its top 50 position in the Rankings for Nursing. The school had 10 researchers ranked in 2024 in the Stanford's Top 2% Scientists list.

The **School of Engineering, Design and Built Environment** and Omron established a Proof of Concept Centre at the Parramatta Engineering Innovation Hub which will yield opportunities for staff and students in the areas of robotics and mechatronics and advanced manufacturing. Students from the School of Engineering, Design and Built Environment qualified for the prestigious Robocup 2024, and travelled to the Netherlands to compete in highly competitive Robocup Soccer League.

The **School of Business** partnered with the Yarpa NSW Indigenous Business and Employment hub to design, develop and deliver a customised professional education program for Indigenous SMEs from a range of industries (Yarpa Grow). The 12-week innovative accelerator program is the only university-certified First Nations business accelerator program in NSW. 2024 saw 18 businesses graduate from the program.

The **School of Humanities and Communication Arts** lead multiple outbound Global Study Tours (Vietnam, Japan, Fiji, Timor-Leste, Indonesia), providing transformative real-world learning opportunities that boost graduate employability through international engagement.

The **School of Science** collaborated with NSW TAFE to create a pathway for the VET Diploma that allows students to fast-track their journey towards a Bachelor of Science degree. This pathway recognises prior learning, enabling students to receive credit for up to one-third of the requirements for the Bachelor of Science.

The **School of Law** introduced a new interdisciplinary subject, Drug Policy and Law, connecting law, psychology, sociology, pharmacology and criminology. The subject focuses on the contemporary challenges in drug policy, particularly discrimination and inequality, and prepares students to engage in ongoing policy debates. Students from the School founded the local branch of the international organisation *Students for Sensible Drug Policy* (SSDP) and registered it as an official student club at Western Sydney University. The club grew rapidly, gaining over 50 active members throughout 2024.

The **School of Education** commenced offering a new Bachelor of Education (Secondary) in the Spring semester. The program provides opportunities for high school graduates to undertake an accredited pathway to becoming a teacher in several key areas of teacher shortage including mathematics, science and technical and applied science (TAS).

The ConnectLab in the **School of Computing, Data and Mathematical Sciences** was created in 2024 as a physical space at the Parramatta South campus dedicated to support collaborative research. The school established the second CISCO Lab at the Parramatta South Campus, which was used to deliver industry-relevant training for students who can obtain the CISCO Certified Network Associate certification. 2024 also saw the School of Computing, Data and Mathematical Sciences establish the Centre of Artificial Intelligence.

### CONNECTEDNESS

The **School of Social Sciences** continued overseas student exchanges in the UK, India, Nepal and Fiji. MoUs were signed with the National University Vanuatu (NUV), De Montford University in the UK, and dual-award PhD agreements were signed with NUV and the University of South Pacific. The School also signed an MoU with the NSW Tourism Association to create industry-relevant placements, and a separate MoU with Pasifika organisation N8PP to drive community connections and cross-cultural awareness.

The **School of Nursing and Midwifery** piloted an Undergraduate Student Employment Program with Western Sydney LHD, South Western Sydney LHD and Nepean Blue Mountains LHD. The School had new scholarships and bursaries offered by partners such as Dialysis Australia, and had joint scholarships instituted in conjunction with LHD partners for Honours Programs.

The **School of Business** extended its research and industry engagement through convening and hosting two key conferences: the 2<sup>nd</sup> Annual International Women in Sports Symposium, “Beyond the Whistle: The Resilient Roar of Women in Sports”; and the inaugural Doctoral Business Research Conference “Convergence of Business Research, Innovation, and Sustainable Development”. The symposium had 42 papers from nine countries with 24 universities and sports organisations represented. The conference featured 55 papers from 20 countries.

The **School of Psychology** hosted the conference “Enabling Ability: Connecting Disability Research, Education and Services in Greater Western Sydney” where community, regional organisations and ability/disability networks developed new connections.

The **School of Humanities and Communication Arts** amplified student voice and enhanced belonging through the “SoHCA Student Voice Project”, directly engaging student representatives in School planning and creating meaningful partnerships between students and School leadership. The School hosted three major national conferences: Australian Literary Studies Convention, Music Therapy Association Conference and Media Diversity Australia.

The **School of Science** spearheaded the organisation of activities for National Science Week, including the opening event at Campbelltown in partnership with Inspiring NSW. The School worked with TAFE (Richmond) and the Centre of Excellence in Agricultural Education (NSW DoE) to co-host the National Agriculture Day for Western Sydney Schools. The School established articulations with four Indian State Agricultural Universities to create transnational educational opportunities and successfully recruited students into the

Agrifood program. The School also accepted dual MRes/PhD students from Indian State Agricultural Universities.

The **School of Health Sciences** was the lead sponsor for the Australian Council for Health, Physical Education and Recreation (ACHPER)’s flagship event for the K-12 PDHPE conference, held at the Parramatta South campus in November 2024. Over 310 specialist PE teachers attended the conference and 40 workshops were organised with keynote speakers from the School.

The Justice Clinic in the **School of Law** initiated an interdisciplinary legal interpreting collaboration with the School of Humanities and Communication Arts where law students and interpreting students worked together on humanitarian visa case scenarios. The Justice Clinic more than doubled the legal internship program to offer over 40 internship places.

The **School of Education**, in collaboration with the School of Engineering, Design and Built Environment, joined with the One Giant Leap Foundation Australia to sponsor the delivery of the first Space Challenge Academy – a virtual space mission – for students in Western Sydney Schools.

The **School of Computing, Data and Mathematical Sciences** established The Creator’s Club, a school initiative to connect Academia and Industry. The club provided computing students with hands-on experience through industry-driven projects, mentorship circles, and agile development, while also offering full-time employment to students.



## Division of the Vice-President Public Affairs and Partnerships

### PUBLIC AFFAIRS AND PARTNERSHIPS

#### OVERVIEW

The Division of Public Affairs and Partnerships is responsible for the University's initiatives in partnerships and advocacy, business development, strategic communications, advancement and alumni. It also encompasses the University's arts and cultural program, Western Sydney Creative, and its collaborative research group, the Centre for Western Sydney.

#### Partnerships and Advocacy

With Business NSW, the Committee for Sydney, Western Sydney Leadership Dialogue and other peaks, the University participated in industry forums concerning, for example, infrastructure investment in Western Sydney, collaboration across health and education precincts, the activation of the region's coming airport, and the introduction of the incoming Vice-Chancellor and President.

As a member of the social services peak, Western Sydney Community Forum, the University partnered in programs to raise awareness of challenges Sydney's West confronts concerning health, housing, transport, educational and employment inequity.

In partnership with the Federal and NSW governments, the University curated and hosted the inaugural Social Cohesion Conference with local and international speakers navigating the political, economic and cultural dimensions of social change.

The University's sponsorship agreements with the GWS Giants, Western Sydney Wanderers and other regional sports clubs have been reconfigured to better support women's and wider community participation, while delivering internship and placement opportunities for students, and research collaborations.

Advocacy and government relations activities included the University's participation in institutionally and regionally relevant parliamentary inquiries and saw campaigning from the Vice-Chancellor for student fee reductions. Agreements for state and federally funded initiatives (respectively, the Indigenous Centre of Excellence and the Hawkesbury AgriTech Hub) were ratified and in-principle approval granted in relation to the development of the University's Werrington campuses.

#### Business Development

The University heightened its focus on corporate engagement, with new private sector collaborations aligned to multifaceted areas of institutional strengths pursued. Partnerships with local, large scale advanced manufacturing, services and logistics firms have been prioritised, as have wider synergies with research expertise, academic programs, and policy frameworks such as Future Made in Australia, AUKUS and the National Reconstruction Fund. Planning for international corporate partnerships and investment attraction rounded out business development initiatives.

#### Strategic Communications

New and consolidated capacity in strategic communications strengthened the University's connection with its students, staff and wider community. Media monitor metrics showed mainstream outlet coverage of the University was dominated by the following issues: public trust in universities; international student caps; degree costs; and Western Sydney.

Just over 80% of coverage was assessed as positive, 18% neutral and 2% negative. Growth in social media coverage (impressions and interactions) was profound, and helped mitigate declines in student and broader stakeholder engagement with traditional communications media.

The development of a new University strategy for the period 2025-2030, saw strategic communications deployed to garner survey input and socialise proposed values, priorities, actions and measures.

Regular commentary was provided by the University's leadership on regional and sector related issues, with recurring mainstream media opinion-pieces, radio and television appearances affirming the University's positive influence on regional development, policy formation and higher education reform.

#### Advancement

The Board of Trustees Foundation Council endorsed the expansion of the University's philanthropic scope, with additional resourcing directed towards raising funds to support Indigenous students, leadership development and the operations of the coming Indigenous Centre of Excellence. This theme recognises Western Sydney's status as Australia's largest urban population of Indigenous residents, and the criticality of our region being afforded a national platform for cultural expression and leadership.

The new advancement strategy, "Accelerating Ambitions", spans philanthropic planning and activities through to 2030. In addition to driving the Indigenous initiatives underpinning the Centre of Excellence, the strategy seeks to build a broader philanthropic culture throughout the University. The aim is to increase yearly philanthropic revenue from \$20 million to \$50 million by 2030. The strategy also recognises the need to increase the number and value of scholarships that support students, noting the profound impact of cost-of-living pressures on student retention and access.

#### Alumni

New connections were forged with the University's growing alumni with a heightened emphasis on sharing career path experiences. The "Come to work with me" video series has achieved marked cut-through with alumni, showcasing the varied professional opportunities open to the University's graduates with a focus on careers that contribute to the region. Development continues on the Alumni Edge digital platform to be rolled-out in 2025 to substantially enhance interactivity and practical engagement with the University's alumni communities domestically and internationally.

### Western Sydney Creative

In fulfilment of the decadal arts and cultural strategy, “Western Sydney Creative”, the University’s support and growth of the region’s creative life continues to be a focal point. As the 2026 launch of the Powerhouse Parramatta nears, the University’s partnership with the institution is transitioning from planning to more practical articulations of co-design and engagement, which will see research, student and artist residency and related initiatives feature, along with shared events and programs.

Indigenous art curation protocols, resourcing and support for the development of the Indigenous Centre of Excellence was an additional focus. A series of exhibitions, highlighted diverse Western Sydney artists, supported by talks and events. The University’s State of the Arts report, including metrics on arts funding inequities, continues to prompt political engagement and maintain the focus on achieving fair levels of support for Western Sydney.

### Centre for Western Sydney

The development of the University’s economic plan for Western Sydney, “Unlimited Potential” was a priority for the Centre. Extensive consultation, including roundtables, was undertaken with industry, government and community groups to arrive at six targets – including improvements in jobs-to-worker ratio, productivity and infrastructure investment – to help transition the region from a “peripheral” to “core” economy. The Centre will measure and report on progress via a biannual Western Sydney economic index and an annual State of the Economy address.

The Centre undertook additional projects in-line with its remit to support the region’s development, including projects on women’s economic participation; anti-racism; problem gambling; the creative industries; inactivity and inequity; and a study with the Whitlam Institute on digital equity and education. These projects were complemented by evaluation and review consultancy tasks, secured and delivered by the Centre to build capacity and generate revenue to support wider research and advocacy in the interests of Western Sydney.



## Division of the Deputy Vice-Chancellor Indigenous Leadership

### INDIGENOUS LEADERSHIP

#### OVERVIEW

The Deputy Vice-Chancellor Indigenous Leadership Division is dedicated to fostering Indigenous excellence, teaching, research and leadership within the University and the broader community. Our purpose is to champion the empowerment and success of Indigenous students, staff and leaders through innovative programs, meaningful partnerships and strategic advocacy. The Division is committed to advancing Indigenous knowledge and creating an inclusive academic environment where Indigenous perspectives are integrated, valued and celebrated. It aims to drive systemic change, enhance educational outcomes and build a foundation of respect and equity that supports the long-term growth and leadership of Indigenous communities. Through initiatives such as the Indigenous Centre of Excellence the Division works with colleagues and teams across the university to ensure dynamic outcomes.

#### Indigenous Centre of Excellence

Significant progress has been achieved on the delivery of the Indigenous Centre of Excellence project since the design competition winning team was announced in December 2023. The design has been progressed from concept design through to detailed design, and this has enabled the commencement of building contractor procurement.

The State Significant Development application was submitted to the Department of Planning, Housing and Infrastructure in August, and the project progressed through the public exhibition phase. The project team is finalising the submissions report to address the matters raised during the public exhibition process, and development approval for the Indigenous Centre of Excellence is expected early 2025.

Operational planning for the building has progressed with multiple stakeholder sessions held to plan and develop the operational requirements for the new building. Consultation with Indigenous Elders, Traditional Knowledge Holders, Indigenous community and the University community has supported the project throughout 2024 in achieving the significant progress in design and operational planning.

#### Campbelltown First Peoples Garden

Construction of The First Peoples Garden at Campbelltown Campus commenced in mid-2024 with the aim of an opening in early 2025. The garden is a joint initiative of the Deputy Vice-Chancellor Indigenous Leadership and Operations and Commercial teams to celebrate Indigenous culture. Embracing an Indigenous-led process, the design has been developed in close consultation with the D'harawal Traditional Descendants and Knowledge Holders Circle with support of Western's Elders Advisory Committee. The Garden incorporates three lore/truth hills, symbolic running water, and diverse flora representing the D'harawal people's seasonal cycles.

#### Indigenous Staff

79 ongoing and fixed-term staff (excluding honorary positions) have formally identified as Aboriginal and/or Torres Strait Islander, representing 2.9% of the University ongoing and fixed-term staffing cohort. This is an increase on the previous year where the total number of Indigenous staff stood at 70. Academic staff saw the greatest increase when compared to the previous year with an increase of 53%. The Division of the Deputy Vice-Chancellor Indigenous Leadership provides engagement, mentorship and development opportunities for all Indigenous staff at the University.

#### Sage Cynet Award

Western Sydney University has been honoured with a SAGE Cynet Award for its groundbreaking work in advancing Indigenous priorities and fostering a culturally safe environment for Indigenous staff.

The award acknowledges Western Sydney University's sector-leading Indigenous Strategy (2020–2025). Western has taken a culture-centered approach to making structural and systemic change across the University. This change has included:

- Establishing a robust strategic framework to drive Indigenous priorities, with the University's first Indigenous Strategy (2020 – 2025) at the centre of that framework
- Elevating senior Indigenous leadership in the core governance of the institution
- Embedding cultural recognition in policy, process and place-making

- Nurturing, rewarding and promoting Indigenous excellence
- Building community, connection and cultural safety for Indigenous staff, students and community.

These efforts have been instrumental in achieving significant milestones, including:

- Becoming the first Australian university to implement both immediate and long-term Indigenous strategies
- Becoming the second Australian university to hold both Deputy Vice-Chancellor and Pro Vice-Chancellor Indigenous leadership positions
- Surpassing Indigenous employment targets ahead of schedule, with significant increases for both academic and professional staff
- Securing \$78.5 million for a landmark Indigenous Centre of Excellence.

#### Indigenous Students

A total of 802 Indigenous students were enrolled at Western in 2024. The University graduated 135 students during this period. Badanami – Centre for Indigenous Education continued to provide high quality academic, pastoral and cultural services to Indigenous students across the University. The new “Deadly Chat” online video conferencing platform was launched. Several off-campus opportunities were also made available to Indigenous students including the Indigenous New Colombo Taiwan Program, the inaugural leadership forum held in Wollongong and the National Indigenous Games, also held in Wollongong.

#### Indigenous Research Strategy

The 2024–2028 Indigenous Research Strategy: Sharing Knowledges in Good spirit was developed in consultation with Elders, Indigenous staff and students. The strategy outlines the vision, principles, and key focus areas for the University to invest in, and build capacity for, Indigenous research into the future. The strategy provides a series of strategic initiatives within the University to enable pathways towards a stronger and world-class Indigenous Studies research environment.

## Entities

### THE WHITLAM INSTITUTE

The Whitlam Institute within Western Sydney University is a dynamic research and public policy think tank, prime ministerial archive, and public museum that commemorates, and is inspired by, the life and work of the Hon Gough Whitlam AC QC, Australia's 21st Prime Minister.

Our Vision is to be recognised as a nationally significant institution delivering distinctive, bold and inspiring research, policy and programming. The Institute seeks to be recognised across the political spectrum as delivering a nation-building agenda “to promote equality; to involve the people of Australia in the decision-making processes of our land; and to liberate the talents and uplift the horizons of the Australian people” (Gough Whitlam, 1972).

The Whitlam Institute builds impactful research that informs transformative policies, strengthens collaborative partnerships and outreach, and drives systemic change. The Whitlam Institute continued to focus on events and activities that support its strategy

→ **The 2024 Whitlam Oration** was “*The Palace Letters, Royal Secrecy, and the Dismissal of the Whitlam Government*” delivered by inaugural Distinguished Whitlam Fellow Emeritus Professor Jenny Hocking AM FASSA at Parramatta Town Hall on 27 November.

→ **2024 Symposium:** The Whitlam Institute hosted a Symposium in the House of Representatives at Old Parliament House to commemorate the historic 1974 Joint Sitting of both Houses of Parliament. The Symposium launched two Whitlam Legacy papers: “*The Election That Never Was: The 1974 Double Dissolution, Gough Whitlam's Second Election Victory*” by Professor Jenny Hocking and Dr Allison Cadzow and “*That 'Historic Occasion': The Joint Sitting of 6-7 August 1974*” by Distinguished Whitlam Fellow Professor Frank Bongiorno AM and Dr Joshua Black. The Symposium was covered by a special dedicated edition of the 7:30 Report on the ABC.

→ **Continuing Professional Development:**

The Whitlam Institute hosted the “*Whitlam Legal Transformations*” CPD entitled “*A New System of Federal Administrative Review*” at the Federal Court of Australia for which the Commonwealth Attorney-General the Hon Mark Dreyfus KC MP, the Hon Justice Emilios Kyrou AO and the Hon Justice Lisa Hespe - AAT President and Deputy President were keynote speakers.

→ **Book Launch:** The Whitlam Institute launched two books: “*People Power: How Australian referendums are lost and won*” by Distinguished Professor George Williams and David Hume; and “*Race Mathews: A Life in Politics*” by Iola Matthews.

→ **Report Launch:** The Whitlam Institute launched the “*Digital Equity & Education: a NSW Case Study*” in partnership with the Centre for Western Sydney and Westerly.

→ **Partnerships:** Significant work has been undertaken to strengthen collaboration with a broad number of Human Rights organisations including the **Australasian Human Rights Scholars' Network**. In November 2024, the Whitlam Institute hosted the “*Democracy and Dissent: International Law and the Regulation of Protest Civil Rights*” roundtable.

→ **The Whitlam Prime Ministerial Family Home:** Public open days and special school events (150 students and 15 teachers from Cabramatta Public School, where Whitlam's youngest two children attended) were held in addition to the inaugural two-week *Whitlam Essay Residency*, a partnership with *Varuna, the National Writers' House*.

→ **What Matters? Writing Competition:** Celebrating its 20th anniversary, this competition commissioned a reflective report, “*What Matters to Young Australians through Turbulent Times?*” and attracted a record number of 2024 entries - 5,289 students across 688 schools.

→ **E.G. Whitlam Research Fellowship:** 2024 Fellow, Associate Professor Tania Penovic of LaTrobe University, secured a contract with Routledge to publish her research “*Buying Back the Prison: An Evaluation of Australian Prison Management through the Lens of Whitlam's Social and Democratic Vision*”.

→ **Refugee Camp in my Neighbourhood:**

This immersive experience was hosted for the third consecutive year at the Whitlam Institute from 30 July - 14 August 2024 attracting 1,393 participants. The event provided a unique simulated refugee camp and migration experience led by tour guides with firsthand refugee and asylum-seeker backgrounds. The ABC Compass profile of the event, “Walk in My Shoes”, secured the 2024 STARTTS NSW Humanitarian Media Award.

→ **Whitlam Institute Board of Directors:**

Three members resigned in 2024 (outgoing Vice-Chancellor Emeritus Professor Barney Glover AO, the Hon Peter Collins AM KC, and Professor Clare Pollock) while three new members were welcomed (Vice-Chancellor, Distinguished Professor George Williams AO, Member for Liverpool Charishma Kaliyanda, and the Hon Marise Payne).

### WESTERN SYDNEY UNIVERSITY THE COLLEGE

Western Sydney University The College offers three distinct suites of programs for different learners.

Reimagined Diploma programs provide students with an industry ready qualification and one year credit to approved Bachelor degrees at Western. This is a new first year learning experience.

Our Diplomas and Undergraduate Preparation programs were delivered one subject at a time very four weeks, with student friendly timetables, smaller class sizes, and personalised support to ensure success.

The College's English Language Centre offered language programs to ready students for further study at Western. The College is home to one of Sydney's largest IELTS Testing Centres, and the only NSW provider of the Occupation English Test (OET).

The College launched a new strategy centred on working directly with businesses in four critical Western Sydney growth sectors: Transport and Logistics, Infrastructure and Construction, Health and Wellbeing, and Education. These four sectors have become the focus of The College's RTO and vocational offerings.

## Entities

### WESTERN SYDNEY UNIVERSITY EARLY LEARNING LTD

Western Sydney University Early Learning Ltd (WSU Early Learning) offers exceptional care and education for young children, laying a solid foundation for lifelong learning. Operating across various locations within the Western campus network, WSU Early Learning integrates the latest research and best practice approaches, including the National Quality Framework.

Highlights include:

- A 92.6% utilisation rate
- Implementation of a new secure online platform for educators, parents and families to collaborate, record and share information about a child's learning
- In June 2024, WSU Early Learning Parramatta underwent its Assessment and Rating process. The Service was evaluated on Quality Area 4: Staffing Arrangements and Quality Area 5: Relationships with Children, with both areas receiving an "Exceeding" rating under the National Quality Standards. This exceptional outcome not only reflects the service's continued success in maintaining an exceeding rating, but also demonstrates its further improvement, as all seven quality areas are now rated as "Exceeding" the National Quality Standards
- The licensed capacity of the Campbelltown and Hawkesbury Services has been increased to better support the needs of Western students and staff, as well as to address the growing demand for Early Education and Care within the local community
- Introduction of sessional care for full-time families as part of our commitment to providing high-quality services while maintaining cost-effectiveness for families
- Permanent closure of Milperra Service at the end of 2024 due to University operations moving off the Milperra Campus.

WSU Early Learning was successful in securing the following funding in 2024:

- Start Strong Long Day Care funding for \$146,000 to develop preschool programs for children transitioning to school and a

further \$71,000 in funding under a trial payment intended to improve the provision of quality education to three year olds

- Start Strong Long Day Care funding for \$352,000 passed on in fee relief to families of eligible children aged three or four years to increase access to quality education
- Department of Education and Training funding totalling \$30,000 for engagement and support of trainees
- Funding of \$11,000 provided to connect Children's learning to the local community from Wentworth Health, Woolworths, Landcare, and NSW Childcare and Economic Opportunity Fund
- Health and Development Participation Grants of \$30,000 from the Department of Education, to assist implementing the health and development program.

### WESTERN SYDNEY UNIVERSITY INTERNATIONAL COLLEGE

The Joint Venture between Western Sydney University Enterprises Pty Ltd and Navitas to operate the Western Sydney University International College (WSUIC) in Parramatta has entered its eighth year of operation.

WSUIC transitioned to independent operations as a registered Institute of Higher Education, with WSUIC obtaining accreditation for its Diploma in Engineering. All commencing WSUIC students now enrol into the College's own TEQSA-accredited diplomas and Foundation Studies Programs. WSUIC is the awarding entity.

New Student Recruitment: WSUIC enrolled 452 new students in 2024 compared with 426 in 2023 across the three term intakes. This is a year-on-year increase of 6%.

Academic Performance: Academic Performance over the 2024 Calendar Year has seen a mean pass rate across Terms 1, 2 and 3 (2024) of 85% for diploma courses and 95% for foundation studies.

Retention and Completion: Average term student retention over the 2024 Calendar Year was 90%. Over 309 WSUIC students completed their WSUIC course in 2024. WSUIC continues to work with WSU to ensure transition of pathway students to Western's degree programs.

### WESTERN GROWTH DEVELOPMENTS (PARRAMATTA INNOVATION HUB) PTY LTD

Western Growth Developments (Innovation Hub Parramatta) Pty Ltd was incorporated on 4 June 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity was the co-developer with respect to the Parramatta Innovation Hub project. The entity divested its interest in the development to realise returns at project completion.

### WESTERN GROWTH DEVELOPMENTS (WESTMEAD) PTY LTD

Western Growth Developments (Westmead) Pty Ltd was incorporated on 5 April 2018 to pursue its purpose of promoting scholarship, research, free inquiry, the interaction of research and teaching, and academic excellence. Principally, the entity is the co-developer with respect to the Westmead Innovation Quarter project. The entity divested its interest in stage one of the development to realise returns at project completion. The entity will operate the completed project (stages 2 and 3) to generate returns for the purpose of pursuing its objectives.

### YAYASAN WESTERN SYDNEY UNIVERSITY INDONESIA

Yayasan Western Sydney University Indonesia was established in June 2023 as branch campus of Western Sydney University in the city of Surabaya, East Java Province, Indonesia. The Company started operations in September 2024, with four launch courses (Bachelor of Business, Bachelor of Computer Science, Bachelor of Data Science and Bachelor of Information and Communication Technology). This gives opportunity to study Western Sydney University degrees in Indonesia and graduate with globally recognised degree.

# OPERATIONS AND PERFORMANCE

## Land Disposal

The University did not dispose of land valued at more than \$5m in 2024.

## Research and Development

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

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

## Performance Information

The University's performance information is reported in the sections Management and Activities and Sustainability, and the Student Data appendix to this Annual Report.

# MANAGEMENT AND ACCOUNTABILITY

## Numbers and Remuneration of Senior Executives

### EXECUTIVE REMUNERATION

**Emeritus Professor Barney Glover AO**  
Position: Vice-Chancellor and President  
Total Remuneration Package: \$1,068,133  
Period in Position: 01.01.2024-10.04.2024

**Distinguished Professor George Williams AO**  
Position: Vice-Chancellor and President  
Total Remuneration Package: \$800,000  
Period in Position: 22.07.2024-31.12.2024

SENIOR EXECUTIVE ROLES	Total Remuneration Package Range	Number of Senior Executive staff
Senior Deputy Vice-Chancellor and Interim Vice-Chancellor (until 22.07.2024) Senior Vice-President and Chief Operating Officer Senior Deputy Vice-Chancellor and Vice-President, Research, Enterprise and Global	\$600,000 - \$700,000	3
Deputy Vice-Chancellor and Vice-President, Indigenous Leadership Deputy Vice- Chancellor and Vice-President, Education Provost Vice-President and Chief Financial Officer Vice-President, Operations and Commercial Vice-President, Public Affairs and Partnerships	\$400,000- \$500,000	6

### SENIOR EXECUTIVES EMPLOYED AND GENDER

**2024**  
Males (6)  
Females (3)

**2023**  
Males (6)  
Females (3)

**2022**  
Males (4)  
Females (3)

**Average Total Remuneration Package of Executives**  
2024 \$553,862  
2023 \$591,478  
2022 \$607, 910  
2021 \$581, 549

**Percentage of Total Employee-Related Expenditure**  
2024 <1%  
2023 <1%  
2022 <1%

# Human Resources

## STAFF FTE REPORT 2023

*Data as at 31-Mar-2024*

*Data extracted 22-Jan-2025*

*Data includes Western Sydney University only*

*Data excludes casual employees and adjunct employees*

EMPLOYMENT CATEGORY	2019	2020	2021	2022	2023	2024
Academic (Levels A-E)	999.4	996.2	926.2	954.6	957	1056.4
Professional (Levels 1-9)	1530.4	1566	1355.8	1386.3	1406.5	1450.9
Senior (above Academic Level E or Professional HEW Level 10)	146	152.8	139.8	140.6	153.6	169.8
<b>Grand Total</b>	<b>2675.7</b>	<b>2721</b>	<b>2421.8</b>	<b>2481.5</b>	<b>2517.1</b>	<b>2677.1</b>

# MANAGEMENT AND ACCOUNTABILITY

## Promotion

### TRAVEL EXPENSES

In 2024 the total University expenditure for overseas travel was \$6.1m. Travel was for a variety of University related purposes including:

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

The University has robust policies and procedures for travel and related expenses in place which comply with the regulations and guidelines of NSW Treasury.

### CREDIT CARD CERTIFICATION

Credit card use within Western Sydney University is in accordance with the University's Corporate Credit Card policy (<https://policies.westernsydney.edu.au/document/view.current.php?id=65>) which complies with NSW Treasury regulations and guidelines. Credit card usage is acquitted via the online Travel and Expense Management System and is checked and authorised by the appropriate delegated officer. The University conducts regular reviews of credit card usage and where a cardholder is found to be in contravention of the policy by either misuse or non-acquittal in a timely manner the credit card will be cancelled.

### PAYMENT OF ACCOUNTS

The University's payment terms to creditors are 30 days. Any variation to these terms with due justification must be approved by the Vice-President and Chief Financial Officer or authorised delegate. University domestic payment runs are weekly and international payments are made fortnightly. The vast majority of payments are made via electronic transfer.

## Legal Change

### CHANGES IN ACTS OR SUBORDINATE LEGISLATION

There was one change to the *Western Sydney University Act 1997 (NSW)* in 2024. The *Universities Legislation Amendment Act 2024 (NSW) (Act)* amended various public university Acts (including the *Western Sydney University Act 1997 (NSW)*) in relation to the University's governing authority's power regarding land and property and the sub-delegation of functions delegated to vice-chancellors. The Act commenced on the date of assent, 30 September 2024. The Act replaces provisions relating to the University's powers regarding land and property to clarify the circumstances in which Ministerial approval is required for transactions relating to land the university acquired from the State at nominal or less than market value and to ensure consistency across the university Acts.

### SIGNIFICANT JUDICIAL DECISIONS

There were no significant judicial decisions in 2024.

## Economic or Other Factors

The University, like the sector, is affected by government policy decisions in relation to migration and study visas. Any material financial impact resulting from government policy in relation to international students will be reflected in the volume 2 of this Annual Report.

## Events Arising after the End of the Annual Reporting Period

There are no material events affecting arising after the reporting period.



# MANAGEMENT AND ACCOUNTABILITY

## Risk Management and Insurance Activities

### RISK MANAGEMENT

Western Sydney University's risk management framework is aligned with international standards, including ISO 31000:2018 (*Risk Management — Guidelines*). This framework provides a structured and systematic approach to identifying, assessing and managing risks across all areas of University operations, including academic activities, research, strategic initiatives, financial planning and regulatory compliance.

In July 2024, the University's Risk function transitioned to the Division of the Vice President and Chief Financial Officer, reinforcing its strategic importance in safeguarding institutional resilience. The risk management function plays a critical role in enabling the University to anticipate, assess and mitigate risks that may impact its operations, compliance obligations, and reputation. Throughout 2024, the University continued to enhance its risk maturity in response to an evolving external risk landscape and changes in the operating environment. By embedding risk-awareness into decision-making, Western aims to strengthen governance, protect its assets and sustain stakeholder confidence.

The Office of Risk is positioned to provide independent oversight and strategic risk advisory, ensuring the University's risk management frameworks remain fit for purpose, adaptive and forward-looking. It is equipped with the necessary authority, resources and leadership support to drive effective risk identification, response and mitigation strategies, strengthening institutional resilience and long-term sustainability.

The Senior Executive Team is committed to fostering a proactive risk culture across the University. By integrating robust risk management practices into strategic planning and operational decision-making, Western ensures risk considerations are embedded at all levels, enhancing organisational agility and preparedness in an increasingly complex risk environment.

From an overarching risk assessment perspective, the University holds adequate insurances to protect the University from significant financial losses. Several insurance policies and strategies are in place to ensure that University staff, students and property are covered. The University, in conjunction with its insurers, ensures that appropriate steps are taken to mitigate risks and all incidents leading to a potential claim are notified to insurers in a timely and efficient manner.

# MANAGEMENT AND ACCOUNTABILITY

## *Government Information (Public Access) Act 2009*

AGENCY NAME	Western Sydney University
PRINCIPAL DEPARTMENT	Records & Archives Management Services, Office of Governance Services
REPORTING PERIOD	1 January 2024 to 31 December 2024

### PART 2 OF THE GOVERNMENT INFORMATION (PUBLIC ACCESS) ACT 2009 RELATES TO OPEN GOVERNMENT INFORMATION – GENERAL PRINCIPLES

#### Section 7 – Authorised proactive release of government information

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

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

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

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

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

Total number of applications received	21
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Clause 8C: The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Total number of applications refused			% of Total
	Wholly	0	0.00%
	Partly	1	100.00%
	Total	1	

### Schedule 2 Statistical information about access applications to be included in annual report

Table A: Number of applications by type of applicant and outcome\*

	Media	Members of Parliament	Private sector business	Not for profit organisations or community groups	Members of the public (by legal representative)	Members of the public (other)	Total	% of Total
Access Granted in Full	0	0	0	0	14	1	15	71.43%
Access Granted in Part	2	0	0	0	0	2	4	19.05%
Access Refused in Full	0	0	0	0	0	0	0	0.00%
Information not Held	0	0	0	0	0	0	0	0.00%
Information Already Available	0	0	0	0	0	0	0	0.00%
Refuse to Deal with Application	0	0	0	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0	0	0	0.00%
Application Withdrawn	0	0	1	0	0	1	2	9.52%
Total	2	0	1	0	14	4	21	
% of Total	9.52%	0.00%	4.76%	0.00%	66.67%	19.05%		

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

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

	Personal information applications*	Access applications (other than personal information applications)	Access applications that are partly personal information applications and partly other	Total	% of Total
Access Granted in Full	14	1	0	15	71.43%
Access Granted in Part	0	4	0	4	19.05%
Access Refused in Full	0	0	0	0	0.00%
Information not Held	0	0	0	0	0.00%
Information Already Available	0	0	0	0	0.00%
Refuse to Deal with Application	0	0	0	0	0.00%
Refuse to Confirm/Deny whether information is held	0	0	0	0	0.00%
Application Withdrawn	0	2	0	2	9.52%
Total	14	7	0	21	
% of Total	66.66%	33.33%	0.00%		

\*A *personal information application* is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0.00%
Application is for excluded information of the agency (section 43 of the Act)	0	0.00%
Application contravenes restraint order (section 110 of the Act)	0	0.00%
Total number of invalid applications received	0	0.00%
Invalid applications that subsequently became valid applications	0	0.00%

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

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

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

	Number of times consideration used*	% of Total
Responsible and effective government	0	0.00%
Law enforcement and security	2	40.00%
Individual rights, judicial processes and natural justice	3	60.00%
Business interests of agencies and other persons	0	0.00%
Environment, culture, economy and general matters	0	0.00%
Secrecy provisions	0	0.00%
Exempt documents under interstate Freedom of Information legislation	0	0.00%
Total	2	

**Table F: Timeliness**

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	19	90.48%
Decided after 35 days (by agreement with applicant)	2	9.52%
Not decided within time (deemed refusal)	0	0.00%
Total	21	

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	0	100.00%
Review by Information Commissioner*	0	0	0	0.00%
Internal review following recommendation under section 93 of Act	0	0	0	0.00%
Review by NCAT	0	0	0	0.00%
Total	1	0	0	
% of Total	100.00%	0.00%		

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

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

**Table I: Applications transferred to other agencies**

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

# MANAGEMENT AND ACCOUNTABILITY

## Other Information

### ANNUAL REPORT 2024

Western Sydney University's 2024 Annual Report has been produced in a two-volume set: Volume 1, "The Year in Review", contains statutory reports, while Volume 2, "Financial Statements", contains the financial statements of the University and related entities.

The cost of production of the Annual Report 2024 was approximately \$500.

The University Annual Reports are also available via the Internet and can be found on our website at [westernsydney.edu.au/about\\_uws/leadership/governance](https://westernsydney.edu.au/about_uws/leadership/governance)

## Exemptions

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

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

# MANAGEMENT AND ACCOUNTABILITY

## Western Sydney University Freedom of Speech and Academic Freedom 2024 Attestation Statement

Western Sydney University maintains a governance framework to ensure a culture of embracing the principles of freedom of speech and academic freedom. The framework remains current and comprises the *Charter of Academic Freedom*, *Code of Conduct*, and the *Freedom of Speech Policy*, all as approved by Academic Senate and the Board of Trustees. The Framework also comprises section 35 of the *Western Sydney University Act 1997* and is supported by Intellectual Freedom clauses within each of the Enterprise Agreements for Academic and Professional staff.

Further, the University has articulated its position publicly on respecting freedom of speech and having zero tolerance for anti-Semitism, Islamophobia, racism, hate speech or intimidation. This is reflected in the Chancellor, Professor Jennifer Westacott AO's oped in the Australian in May 2024 "*This is our line in the sand: act now to end hate speech*" and a subsequent article in October 2024 "*We will not tolerate hate speech on campus*".

In 2024 there were 27 matters which directly or indirectly related to freedom of speech and/or academic freedom that arose at the University, including:

- External complaints regarding University staff or student social media commentary mostly relating to their views on the conflict in the Middle East. One of these complaints was withdrawn, whilst the others were managed in accordance with the University's Complaints Management Policy and in consideration of the University's position on academic freedom and freedom of speech
- Complaints made about the behaviour of students and one staff member in relation to the Middle East conflict, which is under investigation
- The alleged wilful destruction (graffiti) of University property to spread a political message, which is under investigation

- The behaviour of staff and students during pro-Palestinian protest rallies held on campus, with many complaints requesting the University to stop future protests or expel staff and students involved. Western Sydney University considers protest rallies as an appropriate means for exercising freedom of speech provided that rules are followed. Most are protected by the University's Freedom of Speech Policy, whilst the investigation into some matters remains ongoing
- The support of the University (either the student community promoting support or the University being affiliated with certain organisations) being seen as pro-Palestinian, and therefore anti-Semitic. These matters were found to be in line with the University's policies and were protected by the University's Freedom of Speech Policy
- A matter related to a study published by Western Sydney University researchers, where it was alleged that the researchers (and therefore the research methodology) were biased due to pro-Palestinian views. It was found that the researchers were protected by the University's Freedom of Speech Policy and the matter was dismissed
- A matter related to a student claiming that they were harassed on campus by a non-student due to their religious beliefs. This complaint was sustained and managed in accordance with standard University policy and procedure
- Complaints over statements made by an Academic staff member of the University during a community meeting regarding transgender children. Whilst the comments may be considered controversial and might cause offence, they were protected.

Additionally, a number of protests were held on University campuses throughout the course of the year, which related to the ongoing conflict in Palestine, Lebanon and Israel. These were recorded by the University as matters relating to appropriate exercise of freedom of speech. The protests were managed and rules were followed, with participants disbanding when asked. One protest held on 9 October 2024 led to a significant incident occurring. NSW Police made an operational decision to be on campus during this protest and their intervention was required due to the alleged unauthorised entry by the protestors to a secured building, resulting in the alleged injury of a staff member. Police took reports and subsequently made two arrests for alleged assault. A further arrest was made on 11 October for alleged obstruction of one of the arrests that took place on 9 October.

All matters are managed in accordance with the University's Complaints Management Policy and in consideration of the University's governance framework on academic freedom and freedom of speech.

The University reaffirms its commitment to uphold freedom of speech and academic freedom as paramount freedoms, particularly aligned with the University's values of boldness, fairness, integrity and excellence. The University further reaffirms its commitment to maintain an institutional culture upholding and protecting freedom of speech and academic freedom.

The University's Modern Slavery GRS reporting is provided as Appendix 5.

# MANAGEMENT AND ACCOUNTABILITY

## Work Health and Safety

### HEALTH, SAFETY AND WELLBEING

The University is committed to ensuring wellbeing, health and safety where our people are provided the access, education, support and empowerment to engage in meaningful work and study through:

- Renewed focus on safety, mental health and wellbeing, inclusion and belonging
- Prevention related activities that aim to reduce the chance of injuries or illnesses
- inclusive and accessible safety policies, procedures and guidelines designed to assist diverse staff and students
- Engaging our people on purpose with ambition, putting people first.

### HEALTH & SAFETY MANAGEMENT SYSTEM

The University is committed to the continuous enhancement of its health and safety management system in alignment with ISO 45001:2018 standards. This commitment includes setting annual system performance improvement objectives such as updates to procedure and guidelines aimed at reducing Person Conducting a Business or Undertaking (PCBU) health and safety risks.

Governance of the system is integrated within the University Board of Trustees committee structure, with regular reporting provided to the Audit and Risk Committee (ARC) and the People and Culture Committee (PCC). The ARC holds ultimate oversight of the University's Health and Safety risk profile.

In 2024, over seventy-one (71) audit and inspections were conducted across key focus areas including first aid compliance, laboratory safety, and chemical and radiation compliance. Inspections covered teaching spaces, simulation rooms, storerooms, laboratory spaces, and research facilities, ensuring adherence to safety standards and continuous improvement in risk management.

### HEALTH & SAFETY TRAINING AND COMPLIANCE

The completion rate of the Health and Safety mandatory training modules in 2024 was 87%.

Compliance attestations were completed across 15 laws and regulations.

The University is dedicated to upholding the highest standards of legal compliance in accordance with Workplace Health and Safety laws and regulations. As part of our commitment, 71 management control measures were reviewed to ensure adherence to legal requirements. Additionally, changes and improvements have been carefully consulted, using the formal consultative framework used by universities.

### WELLBEING

Western Sydney University supports all its people in the development and enhancement of personal wellbeing by providing access to essential tools, creating a welcoming environment to enhance their overall wellness and offering support services for immediate response needs.

Awareness and general health activity undertaken across the year included:

- Influenza Vaccine Program
- RuOK Day
- 10,000 Steps Challenge
- Safe Work Month: staff could attend online workshops on psychosocial legislation for leaders, psychosocial hazards for employees and building a psychologically healthy workplace.

### WORK HEALTH AND SAFETY INCIDENTS

Western Sydney University had an estimated LTIRF (Lost Time Injury Frequency Rate) of 3.06 in 2024. A total of 435 Injuries, near-misses and hazards were reported in 2024. 32% of incidents where staff injuries, 38% where student injuries and 7% were contractors and visitor injuries. One Provisional Improvement Notice (PIN) was received from SafeWork NSW. This was a failure to establish a return-to-work program with respect to policies and procedures for the rehabilitation of injured employees that complies with the State Insurance Regulatory Authority (SIRA) Guidelines for Workplace Return to Work Programs.

Note: LTIFR estimated based on approximate hours of work. For more details on LTIFR calculation see Appendix.



# MANAGEMENT AND ACCOUNTABILITY

## Work Health and Safety

### SUMMARY OF REPORTED INJURIES

Type	2021		2022		2023		2024	
	No.	% of total	No.	% of total	No.	% of total	No.	% of total
Staff	81	22%	110	30%	109	35%	138	32%
Students	121	33%	141	39%	169	54%	165	38%
Contractors	27	8%	10	3%	17	5%	9	2%
Hazards/ Near Miss	19	5%	5	1%	0	0%	22	5%
Other	118	32%	99	27%	20	6%	101	23%
<b>Total</b>	<b>366</b>		<b>365</b>		<b>315</b>		<b>435</b>	

In 2024, the most frequent mechanism of injury reported by staff was slips, trips, and falls (29%); followed by psychological injuries (23%); and hitting objects with a part of the body (12%). Mechanisms of injury reported by students included personal illness (30%); slips, trips, and falls (21%); hitting objects with parts of the body (8%); and psychological injuries (8%). Most sharps related incidents were clean needle sticks from practicing students.

#### Staff

Mechanism	2022		2023		2024	
	No.	% of total	No.	% of total	No.	% of total
Slip Trip Fall	24	22%	38	27%	43	29%
Psychological	14	13%	20	14%	34	23%
Hitting objects with a part of the body	12	11%	19	13%	17	12%

#### Student

Mechanism	2022		2023		2024	
	No.	% of total	No.	% of total	No.	% of total
Personal Illness	-	-	-	-	49	30%
Slip Trip Fall	23	16%	26	15%	35	21%
Sharps					33	20%
Hitting objects with a part of the body	15	11%	28	16%	14	8%
Psychological	15	11%	9	5%	16	10%

### WORKERS COMPENSATION

The University has completed its sixth year in the NSW LPR Workers Compensation Scheme. There were 18 workers' compensation claims in 2024, 18 in 2023 and 17 in 2022.

	2022	2023	2024
Total Claims Cost (est.)	\$196,337.23	\$299,543.64	\$588,996.50
Average Cost per Claim	\$11,549.25	\$16,641.27	\$32,722.03
Total no. of new claims	17	18	18

The content for 2024 in the table above was generated by iCARE.

# MANAGEMENT AND ACCOUNTABILITY

## COMPLAINTS MANAGEMENT

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

The CRU received 905 matters across a range of categories including administrative, behavioural and academic decisions. Most matters were coordinated and managed by the CRU with some matters referred to other academic and administrative units of the University.

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

# MANAGEMENT AND ACCOUNTABILITY

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

### PRIVACY

The University's privacy obligations primarily fall under the *Privacy and Personal Information Protection Act 1998* (NSW) (PPIPA) and the *Health Records and Information Privacy Act 2002* (NSW) (HRIPA). However, the *Privacy Act 1988* (Cth) also applies to the University in some respects including controlled entities. The University continues to assess its potential exposure under foreign privacy regulations, such as the European Union's General Data Protection Regulation.

Completion of the University's online privacy training module is mandatory for all staff and completion rates are reported to the University's Audit and Risk Committee. The privacy module is also available for postgraduate students to complete if it is a requirement of their course.

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

In 2024 the Privacy Officer undertook 19 formal internal reviews, 17 of them are related to the Cyber-Incidents reported in May, July and October 2024.

The Privacy Officer responded to and facilitated the containment of nine confirmed privacy breaches – more than half of which were due to human error and were notifiable under state legislation. The Privacy Officer responded to seven matters which, upon investigation, did not constitute breaches of privacy – with one a near-miss – and conducted over seven Privacy Impact Assessment.

# SUSTAINABILITY

## *Modern Slavery Act 2018 (NSW) Reporting*

Western Sydney University is proud to contribute to the global effort to combat Modern Slavery. As a University with a strong focus on sustainability, we embed sustainable practices across our operations, teaching and research to promote a safe and healthy environment now and for the future. Recognising the breadth of our influence, the University seizes opportunities to raise awareness and advocate for the rights of all individuals within our community and supply chains, both in Australia and Internationally. Our 2024 Modern Slavery Statement, endorsed by the Board of Trustees, outlines the strategies and initiatives undertaken to mitigate risks and drive continuous improvement in addressing this critical issue.

Building on the supplier risk analysis initiated in 2023, the University continued to map and monitor our tier-one suppliers to better identify and address high-risk suppliers and our salient Modern Slavery risks. In addition to our internal efforts, the University collaborated with the Australian Universities Procurement Network on a sector-wide supplier due diligence initiative. This included issuing assessment questionnaires to University suppliers in the Laboratory Supplies and Medical Equipment category to gain deeper insights into their approaches to Modern Slavery. This initiative remains a priority and will progress further in 2025.

The University's Modern Slavery Working Group remained active throughout 2024, with collaborative efforts involving representatives from across the University. Key initiatives included the finalisation of our mandatory Modern Slavery training for applicable staff, to be rolled out in 2025, and initiation of implementation of a Human Rights Policy to complement the University's existing Modern Slavery Policy and alignment with our commitment to the UN Guiding Principles on Business and Human Rights.

Western continues to enhance safeguards for our international student cohort, including reviewing the Modern Slavery clause in International Student Recruitment Agent contracts in partnership with the University's General Counsel.

During 2024, Western's Justice Clinic contributed to consultations and an extensive written submission to the Australian government's consultation on enhancing civil protections and remedies for forced marriage, and produced a written guide for case managers supporting clients who have experienced violence including modern slavery.

# SUSTAINABILITY

## Workforce Diversity

### EQUITY STATISTICS

**TABLE A.1 TRENDS IN THE REPRESENTATION OF EEO GROUPS – ACADEMIC STAFF**

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2019	2020	2021	2022	2023	2024
Women	50%	50%	50%	51%	52%	51%	52%
Aboriginal and Torres Strait Islander people	2%	1%	1%	2%	2%	2%	3%
People whose language first spoken as a child was not English	19%	20%	18%	18%	17%	17%	15%
People with a disability	N/A	5%	4%	4%	4%	4%	3%
People with a disability requiring adjustment at work	1.50%	2%	1%	1%	4%	1%	2%

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

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2019	2020	2021	2022	2023	2024
Women	50%	67%	68%	68%	68%	69%	69%
Aboriginal and Torres Strait Islander people	2%	3%	3%	3%	4%	4%	4%
People whose language first spoken as a child was not English	19%	15%	13%	12%	10%	9%	8%
People with a disability	N/A	5%	5%	4%	3%	3%	3%
People with a disability requiring adjustment at work	1.50%	2%	2%	1%	3%	1%	1%

**TABLE B.1. TRENDS IN THE DISTRIBUTION OF EEO GROUPS – ACADEMIC STAFF  
DISTRIBUTION INDEX**

EEO GROUPS: ACADEMIC STAFF	BENCHMARK OR TARGET	2019	2020	2021	2022	2023	2024
Women	100	92	94	93	91	93	88
Aboriginal and Torres Strait Islander people	100	N/A	N/A	N/A	N/A	89.2	84
People whose language first spoken as a child was not English	100	103	104	109	110	115	122
People with a disability	100	98	98	95	93	98	122
People with a disability requiring adjustment at work	100	N/A	N/A	N/A	93.4	N/A	N/A

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

EEO GROUPS: PROFESSIONAL STAFF	BENCHMARK OR TARGET	2019	2020	2021	2022	2023	2024
Women	100	91	92	92	93	93	93
Aboriginal and Torres Strait Islander people	100	89	92	92	78	82	86
People whose language first spoken as a child was not English	100	96	97	98	101	100	101
People with a disability	100	101	103	107	107	107	104
People with a disability requiring adjustment at work	100	97	102	N/A	107	N/A	N/A

# APPENDIX 1

## Board of Trustees Report

### MEETINGS OF MEMBERS

Meetings of Members of the Board of Trustees of the University are detailed in Appendix 2.

### PRINCIPAL ACTIVITIES

The principal activities of the University are the provision of University-level education and research through a wide range of undergraduate and postgraduate courses and research programs, with a particular focus on Western Sydney. The University's functions and the authorities of the Board of Trustees are prescribed by the *Western Sydney University Act 1997 (NSW)*. The University has a number of controlled entities that undertake specific activities aligned with the mission of the University.

### REVIEW OF OPERATIONS

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

### SIGNIFICANT CHANGES IN STATE OF AFFAIRS

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

### MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Other than the developments described in this report, the Board of Trustees is of the opinion that no other matter or circumstance will significantly affect the operations or activities of the University.

### LIKELY DEVELOPMENTS AND EXPECTED RESULTS OF OPERATIONS

In 2024 work continued on campus redevelopment as part of the Western Growth Program. Work progressed through 2024 and will continue in 2025 and beyond as the University continues to develop and invest in its campus network. The University also continued with the Transformation Program, a series of strategic projects aimed to place the University at the forefront of innovation.

### COMPLIANCE WITH THE VOLUNTARY CODE OF BEST PRACTICE FOR THE GOVERNANCE OF AUSTRALIAN UNIVERSITIES

The Board of Trustees adopted the Code from the beginning of 2012 and resolved to review the University's compliance with the Code at its first meeting each year. In 2024 the University Secretary provided a report confirming compliance with the Code.

### ENVIRONMENTAL REGULATION

The University is subject to various Commonwealth, state and local government statutes and requirements related to environmental matters. The University has not incurred any significant environmental liabilities under any environmental legislation.

### INSURANCE OF OFFICERS

Clause 5 of Schedule 1 of the *Western Sydney University Act 1997* provides a degree of protection from personal liability for Board of Trustee members and officers of the University. The University also has Directors and Officers Liability insurance with Unimutual.

### LEGAL PROCEEDINGS COMMENCED BY OR AGAINST THE UNIVERSITY

There were no significant legal proceedings by or against the University in 2024.

This report is made in accordance with a resolution of the Board of Trustees on XX TBA 2025.

**Professor Jennifer Westacott AO,**  
Chancellor

# APPENDIX 2

## Board of Trustees Meetings

	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		BOARD EXECUTIVE		UNIVERSITY INFRASTRUCTURE		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Mr Youssef Abawi									6	6		
Ms Liz Brown			6	6								
Mr Matthew Burrows							5	5				
Mr Joseph Carrozzi AM (ended 26 May 2024)	2	3	0	3								
Ms Natalia Centellas (nee Vukolova)	8	8							2	6		
Mr James Christian PSM	6	8									3	4
Mr Leslie Cowles	8	8									3	4
Ms Elizabeth Dibbs	8	8	6	6	11	13						
Professor Alison Downham Moore	8	8									4	4
Emeritus Professor Barney Glover AO (ended 10 April 2024)	2	2			2	2	1	2	2	2	0	1
Mr Matt Graham			5	6								
Dr Peter Graham							5	5				
Mr Michael Gratton							3	5				
Ms Vicki Hartley									6	6		
Mr Simon Hickey	6	8					3	5				
Ms Louise Howard			6	6								
Ms Holly Kramer (ended 31 March 2024)	0	1			0	2					1	1
Miss Swetha Kumar (Commenced Board of Trustees 18 July 2024 and People and Culture Committee 3 October 2024)	3	3									1	1
Dr Amanda Larkin	7	8	6	6								
Ms Georgia Lee	8	8					4	5				
Ms Karen Lonergan											4	4
Ms Maria MacNamara							4	5				
Professor Robert Mailhammer	8	8										
Ms Julie-Anne Mizzi									6	6		
Ms Corin Moffatt									6	6		
Dr Linda O'Brien AM	8	8									4	4
Mr Darren Pereira									6	6		
Mr Lee Pinder	8	8			13	13	4	5				
Professor Clare Pollock (commenced 11 April 2024 and ended 22 July 2024)	2	3			6	6	1	1	2	2	1	1



	COMMITTEES OF THE BOARD OF TRUSTEES											
	BOARD OF TRUSTEES		AUDIT AND RISK		BOARD EXECUTIVE		UNIVERSITY INFRASTRUCTURE		FINANCE AND INVESTMENT		PEOPLE AND CULTURE	
	A	B	A	B	A	B	A	B	A	B	A	B
Ms Payal Shah (ended 30 June 2024)	4	4									2	2
Mr Sonu (commenced Board of Trustees 18 July 2024 and People and Culture Committee 3 October 2024)	3	3									1	1
Ms Kerry Stubbs	8	8			12	13			5	6		
Mr Aymen Tabikh (commenced Board of Trustees 1 January 2024 and People and Culture Committee 23 February 2024. Ended 16 May 2024)	1	3									1	1
Mr Brendan Thomas (commenced 6 August 2024)	1	2										
Ms Gabrielle Trainor AO (commenced 27 May 2024)	3	5			5	8					2	2
Professor Jennifer Westacott AO	8	8			13	13						
Mr Jeff Whitton							2	5				
Distinguished Professor George Williams AO (commenced 22 July 2024)	3	3			5	5	1	2	0	2	2	2

A= Number of meetings attended, B= Number of meetings held during the time the member held office or was member of the committee during the year<sup>#</sup>

<sup>#</sup> In 2024, the Board held six regular meetings, 2 extraordinary meetings and a Strategy Day.

# APPENDIX 3

## Committees and Other Bodies Established by the Board of Trustees

BOARD OF TRUSTEES COMMITTEES	CHAIR
Academic Senate	Professor Robert Mailhammer
Audit and Risk Committee	Ms Elizabeth Dibbs
Finance and Investment Committee	Ms Kerry Stubbs
University Infrastructure Committee	Mr Lee Pinder
People and Culture Committee	Ms Holly Kramer (until 31 March); Ms Gabrielle Trainor AO
Board Executive Committee	Professor Jennifer Westacott AO
Vice-Chancellor's Nomination Committee	Professor Jennifer Westacott AO

# APPENDIX 4

## Student Data

TABLE 1: STUDENT HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2017	2018	2019	2020	2021	2022	2023	2024
DOMESTIC	38,869	41,352	41,330	41,331	41,629	39,015	37,001	36,612
INTERNATIONAL - OFF SHORE	404	232	249	446	794	967	1,538	2,044
INTERNATIONAL - ON SHORE	5,540	6,931	7,927	7,488	6,437	7,143	8,660	9,623
NO INFORMATION				1	14			
<b>TOTAL</b>	<b>44,813</b>	<b>48,515</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,125</b>	<b>47,199</b>	<b>48,279</b>

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

TABLE 2: COMMENCING HEADCOUNT BY RESIDENCY

RESIDENCY STATUS	2017	2018	2019	2020	2021	2022	2023	2024
DOMESTIC	14,263	15,907	14,593	14,524	13,965	13,079	14,294	14,655
INTERNATIONAL - OFF SHORE	160	89	139	282	428	474	888	1,022
INTERNATIONAL - ON SHORE	2,880	3,495	3,621	2,743	1,958	3,158	4,522	4,788
NO INFORMATION				1	11			
<b>TOTAL</b>	<b>17,303</b>	<b>19,491</b>	<b>18,353</b>	<b>17,550</b>	<b>16,362</b>	<b>16,711</b>	<b>19,704</b>	<b>20,465</b>

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

TABLE 3: STUDENT HEADCOUNT BY GENDER

GENDER	2017	2018	2019	2020	2021	2022	2023	2024
FEMALE	24,861	27,346	28,059	28,307	28,612	27,846	27,865	28,701
INDETERMINATE/INTERSEX/ UNSPECIFIED	9	3	7	13	30	61	62	85
MALE	19,943	21,166	21,440	20,946	20,232	19,218	19,272	19,493
<b>TOTAL</b>	<b>44,813</b>	<b>48,515</b>	<b>49,506</b>	<b>49,266</b>	<b>48,874</b>	<b>47,125</b>	<b>47,199</b>	<b>48,279</b>

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

TABLE 4: STUDENT HEADCOUNT BY COURSE LEVEL

COURSE LEVEL	2019		2020		2021		2022		2023		2024	
UNDERGRADUATE	39,296	74.2%	39,753	80.7%	40,217	82.3%	38,096	80.8%	36,281	76.9%	36,441	75.5%
OTHER*	2,123	5.4%	1,694	3.4%	1,471	3.0%	1,525	3.2%	2,485	5.3%	2,796	5.8%
HIGHER DEGREE BY RESEARCH	1,444	3.7%	1,414	2.9%	1,324	2.7%	1,388	2.9%	1,366	2.9%	1,307	2.7%
HIGHER DEGREE BY COURSEWORK	6,643	16.8%	6,405	13.0%	5,862	12.0%	6,116	13.0%	7,067	15.0%	7,735	16.0%
<b>TOTAL</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,125</b>	<b>100.0%</b>	<b>47,199</b>	<b>100.0%</b>	<b>48,279</b>	<b>100.0%</b>

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

\*Other includes enabling, non-award and cross institutional

# APPENDIX 4

## Student Data

TABLE 5: STUDENT HEADCOUNT BY BROAD FIELD OF EDUCATION

BROAD FIELD OF EDUCATION	2019		2020		2021		2022		2023		2024	
<b>AGRICULTURE, ENVIRONMENTAL AND RELATED STUDIES</b>	195	0.4%	221	0.4%	155	0.3%	93	0.2%	38	0.1%	20	0.0%
<b>ARCHITECTURE AND BUILDING</b>	2,704	5.5%	2,838	5.8%	2,938	6.0%	2,872	6.1%	2,934	6.2%	3,217	6.7%
<b>CREATIVE ARTS</b>	2,112	4.3%	2,099	4.3%	2,090	4.3%	1,987	4.2%	1,912	4.1%	1,787	3.7%
<b>EDUCATION</b>	2,743	5.5%	2,715	5.5%	2,653	5.4%	2,535	5.4%	2,530	5.4%	2,954	6.1%
<b>ENGINEERING AND RELATED TECHNOLOGIES</b>	3,218	6.5%	3,185	6.5%	2,881	5.9%	2,726	5.8%	2,565	5.4%	2,506	5.2%
<b>HEALTH</b>	10,192	20.6%	10,741	21.8%	11,054	22.6%	10,936	23.2%	11,477	24.3%	12,003	24.9%
<b>INFORMATION TECHNOLOGY</b>	2,231	4.5%	2,203	4.5%	2,052	4.2%	2,116	4.5%	2,250	4.8%	2,464	5.1%
<b>MANAGEMENT AND COMMERCE</b>	8,126	16.4%	7,809	15.9%	7,549	15.4%	7,248	15.4%	7,503	15.9%	7,758	16.1%
<b>MIXED FIELD PROGRAMMES</b>	828	1.7%	382	0.8%	251	0.5%	172	0.4%	261	0.6%	220	0.5%
<b>NATURAL AND PHYSICAL SCIENCES</b>	3,884	7.8%	3,743	7.6%	3,835	7.8%	3,716	7.9%	3,662	7.8%	3,581	7.4%
<b>NON-AWARD COURSE, BOTP OR OAU UNIT</b>	185	0.4%	159	0.3%	111	0.2%	145	0.3%	280	0.6%	245	0.5%
<b>SOCIETY AND CULTURE</b>	13,088	26.4%	13,171	26.7%	13,305	27.2%	12,579	26.7%	11,787	25.0%	11,524	23.9%
<b>TOTAL</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,125</b>	<b>100.0%</b>	<b>47,199</b>	<b>100.0%</b>	<b>48,279</b>	<b>100.0%</b>

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

TABLE 6: STUDENT HEADCOUNT BY CAMPUS

CAMPUS	2019		2020		2021		2022		2023		2024	
BANKSTOWN	5,758	11.6%	5,310	10.8%	4,872	10.0%	4,321	9.2%	4,192	8.9%	4,354	9.0%
CAMPBELLTOWN	6,674	13.5%	6,720	13.6%	7,151	14.6%	7,035	14.9%	6,829	14.5%	6,989	14.5%
EXTERNAL	155	0.3%	111	0.2%	62	0.1%		0.0%	0.0%	0.0%	1,934	4.1%
HAWKESBURY	2,633	5.3%	2,525	5.1%	2,479	5.1%	2,200	4.7%	1,943	4.1%	1,658	3.4%
LIVERPOOL	1,802	3.6%	2,144	4.4%	2,297	4.7%	2,129	4.5%	1,783	3.8%	1,603	3.3%
MELBOURNE		0.0%	0.0%	0.0%		0.0%	101	0.2%	206	0.4%	102	0.2%
NIRIMBA	2,340	4.7%	2,219	4.5%	1,760	3.6%	1,356	2.9%	1,222	2.6%	1,222	2.5%
OLYMPIC PARK		0.0%	0.0%	0.0%		0.0%	0.0%	13	0.0%	7.2%	4,216	8.9%
ONLINE	867	1.8%	1,392	2.8%	1,294	2.6%	1,563	3.3%	2,045	4.3%	2,288	4.7%
PARRAMATTA	13,397	27.1%	13,726	27.9%	14,118	28.9%	13,977	29.7%	13,806	29.3%	13,770	28.5%
PARRAMATTA CBD	6,571	13.3%	5,787	11.7%	5,437	11.1%	5,445	11.6%	5,606	11.9%	5,940	12.3%
PENRITH	6,332	12.8%	5,677	11.5%	5,466	11.2%	4,916	10.4%	4,409	9.3%	3,996	8.3%
SYDNEY CITY	1,562	3.2%	1,682	3.4%	1,497	3.1%	1,368	2.9%	1,520	3.2%	1,587	3.3%
WESTMEAD		0.0%	0.0%	0.0%		0.0%	9	0.0%	26	0.1%	9	0.0%
WSU ONLINE	864	1.7%	1,382	2.8%	1,624	3.3%	1,847	3.9%	2,194	4.6%	2,582	5.3%
ANY WSU CAMPUS	45	0.1%	16	0.0%	16	0.0%	1	0.0%	2	0.0%	1	0.0%
OFF-SHORE	249	0.5%	447	0.9%	801	1.6%	967	2.1%	1,538	3.3%	2,044	4.2%
NO SMS RECORD	257	0.5%	128	0.3%	0.0%		0.0%	0.0%	0.0%		9	0.0%
<b>TOTAL</b>	<b>49,506</b>	<b>100.0%</b>	<b>49,266</b>	<b>100.0%</b>	<b>48,874</b>	<b>100.0%</b>	<b>47,125</b>	<b>100.0%</b>	<b>47,199</b>	<b>100.0%</b>	<b>48,279</b>	<b>100.0%</b>

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

# APPENDIX 4

## Student Data

**TABLE 7: STUDENT LOW SES\***

YEAR	WSU	SECTOR**
2019	30.1	18.1
2020	30.5	18.3
2021	30.5	18.5
2022	29.7	18.5
2023	29.3	18.3
2024		18.0

Source: <https://www.education.gov.au/higher-education-statistics/resources/2020-section-16-equity-performance-data>

\*Low SES is based on the students' postcode of permanent home residence. SES numbers are based on the ABS 2021 Census SEIFA Index for Education and Occupation for postcodes. There has been some major shifts between the 2016 census and 2021 census for the Socio-Economic Status of many postcodes.

\*\*Table A Providers only

**TABLE 8: STUDENT LOAD (EFTSL) BY FUNDING SOURCE**

FUNDING SOURCE	2019		2020		2021		2022		2023		2024	
COMMONWEALTH GRANTS SCHEME	28,527	77.6%	28,699	78.4%	28,812	80.1%	26,032	77.6%	24,220	72.8%	24,755	71.0%
COMMONWEALTH RESEARCH TRAINING PROGRAM / SCHEME	636	1.7%	615	1.7%	567	1.6%	733	2.2%	519	1.6%	452	1.3%
DOMESTIC FEE-PAYING	979	2.7%	977	2.7%	1,030	2.9%	921	2.7%	1,185	3.6%	928	2.7%
INTERNATIONAL OFF-SHORE	95	0.3%	148	0.4%	413	1.1%	550	1.6%	884	2.7%	1,220	3.5%
INTERNATIONAL ON-SHORE	6,384	17.4%	6,021	16.5%	5,044	14.0%	5,231	15.6%	6,318	19.0%	7,396	21.2%
NON-AWARD AND OTHER	143	0.4%	132	0.4%	98	0.3%	84	0.3%	162	0.5%	140	0.4%
<b>TOTAL</b>	<b>36,764</b>	<b>100.0%</b>	<b>36,592</b>	<b>100.0%</b>	<b>35,965</b>	<b>100.0%</b>	<b>33,551</b>	<b>100.0%</b>	<b>33,287</b>	<b>100.0%</b>	<b>34,890</b>	<b>100.0%</b>

EFTSL = Equivalent Full Time Student Load

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

**TABLE 9: COMMENCING UNDERGRADUATE RETENTION**

YEAR	WSU	SECTOR*
2017 – 18	80.8	80.2
2018 – 19	77.7	77.6
2019 – 20	78.9	78.8
2020 – 21	78.3	77.5
2021 – 22	75.9	76.0
2022 – 23	69.9	70.1
2023 – 24		73.0

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

\*Table A Providers only

**TABLE 10: STUDENT EXPERIENCE SURVEY % UNDERGRADUATE SATISFACTION**

	PEER ENGAGEMENT		SKILLS DEVELOPMENT		TEACHING QUALITY AND ENGAGEMENT		OVERALL EXPERIENCE	
	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR	WSU	SECTOR
2019	61.7%	60.0%	81.9%	81.3%	78.3%	81.0%	76.2%	78.5%
2020	48.2%	43.2%	78.7%	78.0%	76.0%	78.0%	67.1%	68.7%
2021	47.5%	47.9%	79.6%	79.3%	77.4%	79.4%	69.4%	73.1%
2022	56.9%	54.6%	81.0%	80.5%	80.1%	80.1%	76.1%	75.9%
2023	61.3%	n.a.	81.7%	81.1%	77.1%	80.7%	73.7%	76.7%
2024	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

Source: [https://www.qilt.edu.au/surveys/student-experience-survey-\(ses\)#report](https://www.qilt.edu.au/surveys/student-experience-survey-(ses)#report)



# APPENDIX 5

## Modern Slavery

### Fy24 GRS Annual Reporting

The information in this Appendix has been provided to support our reporting obligation under the New South Wales (NSW) *Modern Slavery Act 2018* (NSW Act) and in line with the *NSW Anti-slavery Commissioner's Guidance on Reasonable Steps to Manage Modern Slavery Risks in Operations and Supply-Chains* (NSW Commissioner's Guidance). This Appendix includes information about steps taken by the University and its affiliated entities, Whitlam Institute within Western Sydney University Limited (ABN/ACN 50 100 342 309), Whitlam Trust within Western Sydney University Trust (ABN/ACN 42 247 216 279), Western Sydney University Enterprises Pty Limited trading as Western Sydney University The College (ABN/ACN 44 003 474 468), Western Sydney University Early Learning Limited (ABN/ACN 39 155 993 445), Western Growth Developments (Parramatta Innovation Hub) Pty Limited (ABN/ACN 36 626 590 029), Western Growth Developments (Westmead) Pty Limited (ABN/ACN 93 625 406 411) to address the vulnerability of international students to modern slavery in response to the NSW Anti-Slavery Commissioner raising this as a "significant issue" for universities under section 31(1)(a) of the NSW Act.

REPORTING CRITERIA UNDER THE NSW COMMISSIONER'S GUIDANCE	RELEVANT SECTION IN OUR MODERN SLAVERY STATEMENT*	INFORMATION ABOUT WESTERN SYDNEY UNIVERSITY'S RESPONSE
	*Due to differences in the timing between the publication of this Annual Report and Western Sydney University's Modern Slavery Statement, the title of sections in the Modern Slavery Statement may vary from those shown below.	
Total procurement spend	About Western Sydney University	Between 1 January 2024 and 31 December 2024, the University's total procurement spend was approximately \$671.5M.
<b>1. COMMIT</b>		
<b>1.1 Stakeholder Engagement</b>		
What steps did your entity take to engage with stakeholders during this reporting period in relation to modern slavery?	Stakeholder Collaboration	<p>In line with the NSW Commissioner's guidance, the University recognises that addressing modern slavery requires collective action. During FY24, our main focus for collaboration and engagement was the Australian University Procurement Network (AUPN). As a member of the AUPN, Western connects with other universities through regular collaborative sessions to discuss and identify key initiatives. During FY24, this included a focus on engagement with selected suppliers through a pilot Supplier Assessment Questionnaire (SAQ) process. Another focus area was addressing potential exploitation of international students, including through engagement with the 2024 National Temporary Migrant Survey. Western promoted this survey to our students and also commenced development of a new International Student Survey.</p> <p>AUPN meetings also included engagement with civil society groups who work with potentially affected stakeholders, which may include international students. This included the Australian Red Cross and the Australian Catholic Religious Against Trafficking in Humans.</p>
Did you engage with external stakeholders on modern slavery risks in this reporting period?	Stakeholder Collaboration	<p>Yes. In August 2024, the University hosted the NSW Anti-slavery Commissioner, Dr James Cockayne, at our Parramatta South Campus. Meeting participants included the Deputy Chancellor, Vice Chancellor, and Chief Financial Officer, as well as key members of our Modern Slavery Working Group. The meeting provided an important opportunity to explain our modern slavery response, discuss sector wide challenges for the university sector, and options for potential collaboration. In FY25, the University will continue to explore practical opportunities for further engagement with the Commissioner and other stakeholders. The University engaged with our international students by promoting the 2024 National Temporary Migrant Survey to inform the development of an evidence base around modern slavery and other risks for students.</p>

### 1.2 Identify salient risks at the organisational level

What steps did your entity take to identify salient modern slavery risks at the organisational level (i.e. across all operational and procurement activities) during this reporting period?	Identifying our modern slavery risks	At Western, we seek to target our modern slavery response to address our most severe modern slavery risks (which are outlined in our Modern Slavery Statement). Consistent with the NSW Commissioner's Guidance, this includes considering how Western may cause, contribute or be directly linked to risks of modern slavery in line with the UNGPs. The University draws on a range of information sources to help us understand our exposure to modern slavery risks across our operations and supply chains and how these risks may evolve over time. These sources include The Global Slavery Index, peer networks, resources from the NSW Anti-slavery Commissioner (including the Inherent Risk Identification Tool), guidance from the Australian Government, as well as credible publications from human rights organisations and the media.
Did you conduct or update a Salient Modern Slavery Risk Assessment in this reporting period?	N/A	During the reporting period, Western did not conduct or update a formal Salient Modern Slavery Risk Assessment. As outlined above, Western continued to review our risk profile to better understand the modern slavery risks across our operations and supply chains.

### 1.3 Modern Slavery Policy

What steps did your entity take to adopt a Modern Slavery Policy during this reporting period?	Governance Framework	During the reporting period, Western maintained a strong governance framework around modern slavery, underpinned by our Modern Slavery Prevention Policy (Prevention Policy). This Policy sets out the University's approach to addressing modern slavery, including a commitment to undertake due diligence and work with suppliers. It also prohibits employees from any involvement in modern slavery. As outlined in our Modern Slavery Statement, the University are also exploring the development of a broader Human Rights Policy.
Do you have a modern slavery policy, approved by your senior governing body (e.g. Agency Head / Secretary), in place?	Governance Framework	Western's Modern Slavery Prevention Policy was approved by the University's then Vice-Chancellor and President on 1 March 2022 and was most recently revised and re-approved by the then Vice-Chancellor and President on 9 April 2024.

### 1.4 Modern Slavery Risk Management Plan

What steps did your entity take to adopt a Modern Slavery Risk Management Plan during this reporting period?	Our actions to address our modern slavery risks	Western does not currently have a formalised Modern Slavery Risk Management Plan. The University does, however, have clear governance structures and policy frameworks in place to support our management of modern slavery risks. Western has developed an internal Roadmap for Implementation, which sets out our key modern slavery and broader human rights-related focus areas for the coming years.
Do you have a modern slavery risk management plan, approved by your senior management, in place?	N/A	No. Please see further context about our response above.

## 2. Plan

### 2.1 Identify and map your supply-chain risks for each procurement

What steps did your entity take to identify and map your modern slavery risks at the supply-chain level during this reporting period?	Identifying our modern slavery risks	Consistent with the NSW Commissioner's Guidance, the University considers how we may cause, contribute or be directly linked to risks of modern slavery in line with the UNGPs. Western continued to draw on a range of information sources to help us understand our exposure to modern slavery risks across our operations and supply chains and how these risks may evolve over time. These sources include The Global Slavery Index, peer networks, resources from the NSW Anti-slavery Commissioner (including the Inherent Risk Identification Tool), guidance from the Australian Government, as well as credible publications from human rights organisations and the media. Our key modern slavery risks related to our supply chain are detailed in our Modern Slavery Statement.
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### 2.2 Develop a risk-reducing sourcing strategy

What steps did your entity take to develop a modern slavery risk-reducing sourcing strategy during this reporting period?	Supplier Due Diligence	<p>At Western, we are working to integrate modern slavery considerations into our sourcing decision-making. Our supplier due diligence approach includes the following key actions:</p> <ul style="list-style-type: none"> <li>→ Application of a modern slavery heatmap to support us to prioritise our due diligence actions based on supplier risk and spend</li> <li>→ Completion of an SAQ by selected suppliers as part of a pilot through the AUPN</li> <li>→ Inclusion of modern slavery considerations in relevant tender schedules</li> <li>→ Contractual terms that set out specific obligations for suppliers in relation to modern slavery</li> <li>→ Ad hoc engagement with higher risk suppliers on a case-by-case basis.</li> </ul> <p>In FY25, the University plans to implement a Social Procurement Framework to enhance our supplier due diligence. The Framework will embed social procurement practices into procurement decision making, including in relation to modern slavery.</p>
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## 3. Source

### 3.1 Select appropriate suppliers

What steps did your entity take to address modern slavery risks when selecting suppliers during this reporting period?	Supplier Due Diligence	Please refer to the description of our supplier due diligence approach in response to question 2.2.
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### 3.2 Adopt a shared responsibility approach to contracting

What steps did your entity take to adopt a shared responsibility approach to modern slavery risks, in contracting during this reporting period?	N/A	Western has reviewed the guidance and template clauses developed by the Commissioner's Office and is considering how a shared responsibility approach could be integrated into future contracting processes.
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## 4. Manage

### 4.1 Monitor and evaluate supplier performance

What steps did your entity take to monitor and evaluate supplier performance relating to modern slavery, during this reporting period?	N/A	Western engaged with selected suppliers of laboratory and medical supplies around their modern slavery risk management through an SAQ process administered by the AUPN. Following an assessment of suppliers' responses, AUPN members are working with relevant suppliers identified as requiring support in 2025 to enhance their modern slavery response. Western is involved in this process and will report on this engagement in the next reporting cycle.
Has your entity required any of your Tier 1 suppliers to undergo an audit addressing modern slavery risks in this reporting period?	N/A	Western did not require any suppliers to undergo an audit addressing modern slavery risks during the reporting period. As noted above, Western did engage with suppliers through an SAQ process and also through ad hoc engagement with suppliers where appropriate (see response to question 5.3). Western is considering scope for enhanced engagement with suppliers going forward, which may include potential audits.

### 4.2 Develop supplier capabilities

What steps did your entity take to develop supplier capabilities relating to modern slavery risks during this reporting period?	N/A	During the reporting period, Western did not take specific steps to develop supplier capabilities relating to modern slavery risks. Western is considering scope for enhanced engagement with suppliers going forward.
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## 5. Remedy

### 5.1 Provide or enable access to effective grievance mechanisms

What steps did your entity take to provide or enable access to effective modern slavery grievance mechanisms during this reporting period?	Grievance Mechanisms and Remediation	At Western, we maintain a range of avenues for staff, students, and other stakeholders to raise concerns in-person or anonymously in relation to modern slavery. Reporting channels available to relevant stakeholders to report modern slavery concerns and, where appropriate, enable remediation include the Student Services Hub, Counselling Service, The Justice Clinic, and our Whistleblowing Policy. Western recognises the importance of ensuring these reporting channels are effective, including that they are trusted by and accessible to stakeholders. For example, reporting channels are promoted via the University's modern slavery webpage and have also included information about reporting concerns in our modern slavery e-Learning module which we intend to roll out to staff and students in 2025.
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### 5.2 Take safe immediate steps to remedy harm

What steps did your entity take to safely and immediately remedy modern slavery harms to which you were connected during this reporting period?	N/A	Western did not identify any specific instances of modern slavery harm to which it was connected during the reporting period. In late 2023 a matter was raised with the University concerning the provision of and payment for certain services provided to the University. The matter was investigated as a potential modern slavery case. As part of our investigation the Office of General Counsel engaged the assistance of external specialists. The investigation did not identify any evidence to support the concerns raised in the disclosure. The investigation also found that the University has suitable controls in place to mitigate against the risks associated with the potential underpayment of relevant service providers and for the monitoring of the services performed, and that the University had undertaken reasonable due diligence procedures in respect of the services tender and contract process. The University continues to encourage reporting similar concerns so they can be appropriately investigated.
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### 5.3 Use leverage to remediate deficient practices

What steps did your entity take to use leverage to remediate deficient modern slavery risk management practices during this reporting period?	N/A	Western did not identify any specific instances of deficient modern slavery risk management practices in relation to a supplier or sub-supplier during the reporting period. However, the University engages with suppliers in relation to their modern slavery risk management practices where relevant. For example, in July 2023, several media outlets reported that users of Chinese social media apps were being allegedly tricked into coming to Australia using false promises of permanent residency. In one reported case, this included a prospective international university student, who was allegedly exploited in a retail setting. While the concerns raised in the media reporting did not relate to specific students at Western, we identified that a migration agency named in the reporting may also be used by international students at Western. The University subsequently engaged with this agency to better understand the issues raised and their response.
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### 5.4 Withdraw responsibly

What steps did your entity take to withdraw responsibly during this reporting period, in connection to modern slavery risks?	N/A	Western did not identify connections to any modern slavery harm or significant levels of modern slavery risk involving another entity during the reporting period that required consideration of withdrawing responsibly.
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## 6. Report

### 6.1 Establish a victim-centred reporting protocol

What steps did your entity take to establish a victim-centred modern slavery reporting protocol during this reporting period?	Grievance Mechanisms and Remediation	If the University were to identify a potential modern slavery incident, we would seek to respond in line with the expectations outlined in the NSW Commissioner's guidance. This would include prioritising the wellbeing of victim-survivors. At Western, we have a range of avenues for staff, students, and other stakeholders to raise concerns in-person or anonymously in relation to modern slavery (see response to question 5.1). The University also maintains a range of internal guidance to inform our responses to concerns raised with us through channels such as our Whistleblowing Policy. Western Sydney University's Justice Clinic also provides pro bono legal advice and services to victim-survivors of modern slavery. In December 2024, the Justice Clinic released a practical guide to assist case managers and advocates supporting victims of domestic violence, sexual assault and modern slavery in New South Wales.
Do you have a modern slavery reporting protocol in place that prioritises the interests of the victim/survivor?	Grievance Mechanisms and Remediation	Yes. (This is a yes/no question)

### 6.2 Report on your modern slavery risk management efforts

What steps did your entity take to report on your modern slavery risk management efforts during this reporting period?	Commonwealth Modern Slavery Statement	Western prepared a Modern Slavery Statement, to comply with our obligations under the <i>Modern Slavery Act 2018 (Cth)</i> .
Did your entity report on modern slavery in its prior Annual Report?	Annual Report 2023	Yes. Western included information on its modern slavery response in its past Annual Report.
During the period, did your entity comply with its obligations to report heightened modern slavery due diligence (HMSDD) procurements valued at \$150,000 (inc. GST) or more within 45 days?	N/A	Not applicable. The Commissioner has postponed the introduction of detailed HMSDD reporting.

## 7. Improve

### 7.1 Learn lessons from your performance and others'

What steps did your entity take to learn lessons from your modern slavery performance and others' during this reporting period?	Stakeholder Collaboration	During the reporting period, the University engaged with the Office of the NSW Anti-slavery Commissioner to discuss sector wide challenges for the university sector and with our peers through the AUPN. This engagement helped us learn more about our own modern slavery performance and that of our peers.
	Assessing the effectiveness of our actions	Western has further refined its framework to measure the effectiveness of our actions, including through developing new indicators to measure progress against key controls. The University's effectiveness framework is set out in the 'Assessing the effectiveness of our actions' section of our FY24 Modern Slavery Statement.
Has your entity updated its modern slavery policies or procedures based on stakeholder feedback or lessons from a grievance mechanism during this period?	N/A	<i>This is a yes/no question. No.</i>

### 7.2 Train your workforce

What steps did your entity take to train your workforce during this reporting period?	Training and Awareness	<p>During the reporting period, our focus for modern slavery training and awareness was developing a tailored, interactive e-Learning module for staff and students. This is expected to be rolled out in 2025.</p> <p>Western upskilled its Modern Slavery Working Group through a training session on the UNGPs. This session provided an overview of what the UNGPs are and situated Western's modern slavery risk management approach within the UNGPs framework. The session also included discussion of our Roadmap for Implementation, which sets out our key modern slavery and broader human rights-related focus areas for the coming years.</p> <p>In addition, our Procurement Team delivered several ad-hoc, internal 'Roadshows' to functions about Western's procurement processes. These sessions included information about social procurement including content on Western's modern slavery response.</p>
What percentage of your workforce received modern slavery training in the period?	N/A	During the reporting period, the University focused on targeted training for selected staff. Following the anticipated roll out of the e-learning module in 2025, Western will report on the percentage of our workforce trained.

### 7.3 Cooperate with the NSW Anti-slavery Commissioner

What steps did your entity take to cooperate with the Anti-slavery Commissioner during this reporting period?	Stakeholder Collaboration	During the reporting period, the University engaged with the Office of the NSW Anti-slavery Commissioner to discuss sector wide challenges for the university sector, discuss Western's modern slavery response and options for potential collaboration (see our response to question 1.1). In FY25, the University will continue to explore practical opportunities for further engagement with the Commissioner.
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