WESTERN SYDNEY
UNIVERSITY

ANNUAL REPORT
2018

# The Year in Review

## Volume 1

## ANNUAL REPORT 2018

Western Sydney University's 2018 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 2018 was $1,500.

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**

**WESTERN SYDNEY UNIVERSITY ACKNOWLEDGES THE TRADITIONAL OWNERS**

With respect to Aboriginal cultural protocol and out of recognition that its campuses occupy Aboriginal traditional lands, the University acknowledges the Darug, Gandangara, Tharawal and Wiradjuri peoples, and thanks them for supporting its work on their lands. It is the University's practice that appropriate Aboriginal cultural protocols be observed before formal meetings, conferences or events.

## LETTER OF SUBMISSION

30 April, 2019

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 2018, for your presentation to the New South Wales Parliament.

The Annual Report and Financial Statements have been prepared and submitted in accordance with the Annual Reports (Statutory Bodies) Act 1984 and the Public Finance and Audit Act 1983.

Yours sincerely,

**Professor Peter Shergold AC**
Chancellor

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

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# The Year in Review

## A MESSAGE FROM THE CHANCELLOR AND VICE-CHANCELLOR

It has been a challenging yet successful year for Western Sydney University. In 2018, the University performed exceptionally well in a number of global rankings surveys, achieved considerable growth in student load, and continued to build its international partnerships and collaborations. These successes were achieved against rising competition both domestically and internationally and under considerable financial constraint caused by the Commonwealth's freeze on funding for domestic students.

As Australia's fastest growing region, Western Sydney is rapidly attracting the attention of competitors and creating new and unique opportunities for collaboration. In 2018, the University announced two exciting initiatives: the Engineering Innovation Hub with the University of New South Wales; and the Multiversity campus at the Western Sydney Aerotropolis site in partnership with the NSW Government, and the Universities of New South Wales, Wollongong and Newcastle. These collaborative partnerships will enable partners to harness each other's expertise in the relevant disciplines and deliver superior learning experiences and research excellence.

The University achieved a significant milestone in 2018 with the opening of the Ngara Ngura building (Liverpool City campus), a major growth centre of Western Sydney. Planning for the Bankstown CBD campus continues and this will further strengthen our presence within the region. These technology-infused, vertical campuses place our students at the forefront of educational innovation. Embedded in key business centres, these campuses create opportunities for partnerships with industry that enable practical learning opportunities for our students, enhancing their skills and employability. The eco-friendly design of our buildings also helps minimise our environmental impact.

On an international scale, our partnerships continue to expand. In September 2018, a trilateral agreement between Western Sydney University, Beijing University of Chinese Medicine and the South Western Sydney Local Health District was announced, establishing the Australia-China Cancer Research Alliance.

The international reach and reputation of the University continues to grow. During the year, a 14.5% increase in commencing international students was achieved. They come from a diverse range of countries. The University will continue to expand engagement efforts to further grow our international student cohort, create exchange opportunities for students and staff, and promote research collaboration. At the conclusion of 2018, international students comprised 14.8% of our total student population. Over the next few years, we will progressively increase that number to a maximum of 20% of our total student population.

The University maintained its standing in the top two percent of universities worldwide in 2018, with an improvement in the Times Higher Education World University Rankings to 351–400, up from 401–500 in 2017.

In 2018, our graduates were rated as the highest for employer satisfaction of all University graduates in NSW. This is an outstanding achievement for our graduates and we as a university are very proud. It strongly supports the quality of our programs that embed practical learning and equip our students with skills to succeed in the workforce. Another remarkable achievement for our students was the American Solar Car Challenge, in which a group of our students from different program disciplines won first place in the event, beating a number of the world's highest ranked institutions.

We remain committed to promoting diversity and equity. In 2018, the University was awarded Workplace Gender Equality Agency Employer of Choice for the thirteenth consecutive year. Our commitment to achieving gender equality amongst the STEM disciplines is being pursued through the Science in Australia Gender Equity (SAGE) program, and in 2018, our SAGE team launched the Gender Unlimited seminar series. We also furthered our efforts to respond to the recommendations of the Australian Human Rights Commission *Change the Course* report on sexual assault and harassment through the *Respect. Now. Always.* Taskforce. The Taskforce oversees campaigns and training programs that promote respectful and safe relationships.

**Professor Peter Shergold AC**
Chancellor

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

As Western Sydney continues to expand, the University is securing its place as an anchor institution within the region. In 2018, the revised *Securing Success 2018-2020 Strategic Pla*n was released. It better reflects the centrality of Western Growth to the future success of the University, provides a clearer articulation of the University as a student-centred and research-led institution, strengthens our engagement agenda, and emphasises the critical importance of our International Strategy. The University also released the Western Health Decadal Strategy which aligns our health research, education and engagement activities throughout the coming decade with the health priorities of the region.

Throughout 2018, the University further advanced major projects, including Western Growth, the 21C Curriculum Project, and review of the University's academic structure. These projects will position the University well for the future of higher education whilst promoting effective engagement with business and community partners, and ensuring the University's long-term financial sustainability.

The 21C Curriculum Project seeks to future proof the University's curriculum in response to workplace disruption and social change. Our goal is to equip our students with the skills and knowledge needed for new and evolving careers. Over the course of 2018, multi-disciplinary next-generation curriculum elements were developed using partnership pedagogy and technology-rich learning environments, and Schools progressed proposals for new simplified degree structures. In the near future, the University will investigate the potential for alternative credentialing.

The review of our academic structures will be finalised over the course of 2019 as the University prepares for full implementation in 2020. Our new structure will strengthen the University's governance mechanisms and enable our academics to provide optimum learning experiences for our students, who remain at the core of our priorities.

The Shared Services program, which centralises the University's support foundations, was fully implemented in 2018. A post-implementation review of the program undertaken during the year identified that, while the overall objectives of Shared Services were achieved, some areas require ongoing support. We will continue to enhance the program to ensure that the full benefits of Shared Services are realised.

In short, despite challenging financial and competitive circumstances in 2018, the University has had a remarkably successful year. The challenges of 2018 will continue into 2019, but we are well-prepared. We will remain focused on further strengthening our commitment to our students and to our region. We look forward to an exciting and 'Unlimited' future.

**Professor Peter Shergold, AC**
Chancellor

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

# Mission, Vision, Values and Beliefs

## MISSION

To be a university of international standing and outlook, achieving excellence through scholarship, teaching, learning, research and service to local and international communities, beginning with the people of Greater Western Sydney.

## VISION

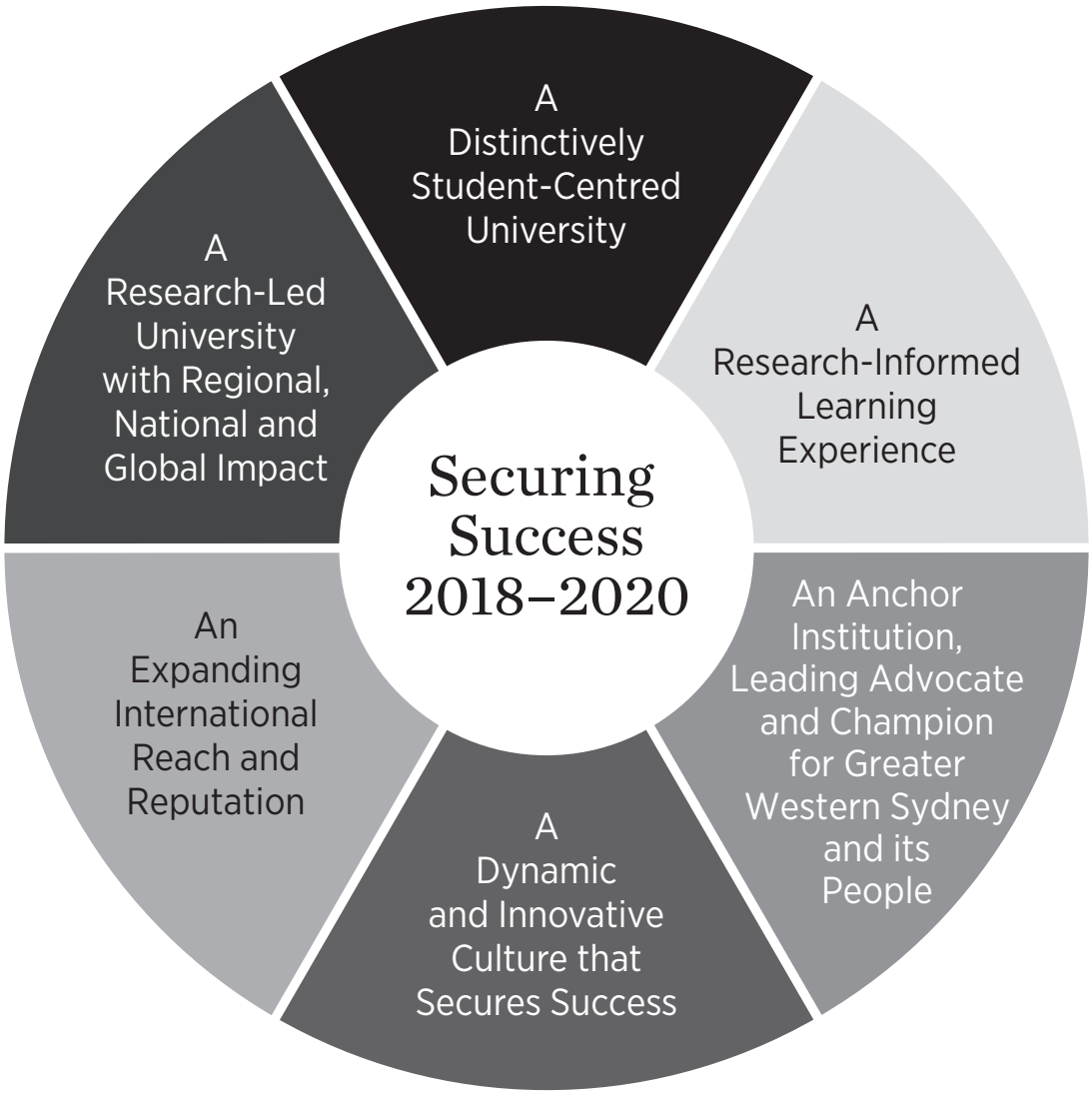
To secure success for our students and the Greater Western Sydney region through innovation and discovery in a dynamic and technology-enabled world.

## VALUES

- → Commitment to our region and communities
- → Excellence and quality
- → Scholarly rigour and integrity
- → Equity and inclusiveness
- → Recognition and respect for Aboriginal and Torres Strait Islander peoples and their diverse knowledge systems
- → Collegiality and participation
- → Academic freedom
- → Relevance and responsibility
- → Ethics and accountability

## BELIEFS

- → The primacy of the student experience
- → Environmental and social responsibility
- → Accountability to the traditional Aboriginal and Torres Strait custodians and owners of the lands we occupy
- → A vibrant and inclusive intellectual community
- → Opportunity for excellence
- → Being connected locally and internationally
- → Valuing, developing and rewarding our staff



# Charter and Purpose

Western Sydney University is established under the *Western Sydney University Act 1997*. The University operates in accordance with 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 core 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 Act also requires the University to have particular regard to the needs of Western Sydney in fulfilling this objective.

# FIVE YEARS – KEY STATISTICS

| CATEGORY | 2014 | 2015 | 2016 | 2017 | 2018 (P) | CHANGE 2017–18 (P) | ▼ ▲ |
|---|---|---|---|---|---|---|---|
| **NUMBER OF STUDENTS** | | | | | | | |
| **TOTAL** | **43,916** | **44,919** | **44,452** | **44,797** | **48,537** | **8.3%** | ▲ |
| Female % | 55.0% | 54.8% | 55.2% | 55.5% | 56.4% | 0.9% | ▲ |
| Commencing | 17,196 | 18,050 | 17,396 | 17,324 | 19,504 | 12.6% | ▲ |
| Female % | 54.5% | 54.1% | 55.2% | 55.3% | 57.9% | 2.6% | ▲ |
| **STUDENT LOAD** | | | | | | | |
| **TOTAL** | **32,912** | **33,668** | **33,293** | **33,036** | **35,801** | **8.4%** | ▲ |
| Undergraduate | 27,364 | 28,637 | 28,078 | 27,472 | 29,306 | 6.7% | ▲ |
| Postgraduate | 4,381 | 4,111 | 4,381 | 4,759 | 5,449 | 14.5% | ▲ |
| Other* | 1,167 | 921 | 834 | 805 | 1,046 | 29.9% | ▲ |
| *Other includes enabling, cross institutional and non-award | | | | | | | |
| **STUDENT LOAD BY FUNDING SOURCE** | | | | | | | |
| Commonwealth Supported Places | 28,387 | 29,147 | 28,330 | 27,216 | 28,582 | 5.0% | ▲ |
| Commonwealth Research Training Scheme/Program | 493 | 490 | 559 | 591 | 654 | 10.7% | ▲ |
| Domestic fee-paying (award and non-award) | 732 | 705 | 792 | 804 | 984 | 22.4% | ▲ |
| International fee-paying | 3,300 | 3,326 | 3,612 | 4,425 | 5,581 | 26.1% | ▲ |
| **AWARD COMPLETIONS** | | | | | | | |
| **TOTAL** | **9,029** | **8,973** | **9,191** | **9,169** | **N.A** | **-0.2%** | ▼ |
| Undergraduate | 6,387 | 6,687 | 7,155 | 7,047 | n.a | -1.5% | ▼ |
| Postgraduate | 2,642 | 2,286 | 2,036 | 2,122 | n.a | 4.2% | ▲ |
| % Change based on 2016-17 | | | | | | | |
| **STAFF (FULL-TIME EQUIVALENT)** | | | | | | | |
| **TOTAL** | **3,350** | **3,443** | **3,515** | **3,309** | **3,351** | **1.3%** | ▲ |
| Academic | 1,532 | 1,621 | 1,668 | 1,616 | 1,641 | 1.5% | ▲ |
| Teaching only | 585 | 654 | 665 | 696 | 699 | 0.4% | ▲ |
| Teaching and research | 706 | 843 | 850 | 770 | 783 | 1.7% | ▲ |
| Research only | 73 | 95 | 113 | 121 | 126 | 4.1% | ▲ |
| Other | 167 | 29 | 40 | 29 | 33 | 13.8% | ▲ |
| Professional | 1,818 | 1,822 | 1,847 | 1,693 | 1,710 | 1.0% | ▲ |
| 2018 includes estimated casual staff based on 2017 | | | | | | | |
| **RESEARCH FUNDING ($'000)** | | | | | | | |
| Australian Competitive Grant income (Category 1) includes ARC, NHMRC and other | 14,997 | 11,333 | 13,748 | 13,748 | 14,056 | 2.2% | ▲ |
| Collaborative income (Category 2, 3 and 4) | 11,238 | 14,664 | 23,474 | 23,474 | 21,437 | -8.7% | ▼ |
| **TOTAL HERDC INCOME** | **26,230** | **25,998** | **37,222** | **37,222** | **35,493** | **-4.6%** | ▼ |
| **TOTAL OPERATING REVENUE ($'000)** | **729,665** | **755,617** | **774,834** | **799,105** | **906,134** | **13.4%** | ▲ |
| **TOTAL NET ASSETS ($'000)** | **1,454,991** | **1,607,353** | **1,666,220** | **1,912,791** | **2,081,503** | **8.8%** | ▲ |

Totals may not add due to rounding
(p) Provisional figures subject to audit.

# Governance and Management

## BOARD OF TRUSTEES MEMBERS

**OFFICIAL MEMBERS**
Professor Peter Shergold AC, Chancellor
Professor Barney Glover, Vice-Chancellor and President
Associate Professor Alphia Possamai-Inesedy, Chair of Academic Senate

**APPOINTED MEMBERS (MINISTERIAL)**
Dr Linda O'Brien AM
Ms Elizabeth Dibbs, Deputy Chancellor
Ms Genevieve Gregor, Deputy Chancellor – resigned 31 December 2018
Mr Joseph Carrozzi
Ms Holly Kramer
Emeritus Professor MaryAnn Bin-Sallik AO

**APPOINTED MEMBERS (BOARD)**
Mr Christopher Brown AM
Ms Gabrielle Trainor AO
Mr Peeyush Gupta
Ms Kerry Stubbs
Ms Carmel Hourigan

**ELECTED MEMBERS**
Dr David Harland, Professional Staff
Dr Ben Etherington, Academic Staff
Ms Alexandra Coleman, Postgraduate Student
Miss Nicole Gismondo, Undergraduate Student

## BOARD CHARTER

The Board of Trustees is the governing body of the University with those 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 website at: **westernsydney.edu.au/about_uws/leadership/board_of_ trustees/board_meetings**

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

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

# Governance and Management

## SUMMARY OF KEY BOARD DELIBERATIONS IN 2018

Key decisions of the Board of Trustees during 2018 included:

- Endorsing the decision of University management to over-enrol Commonwealth Government Scheme undergraduate students above the funding cap set by the Commonwealth Government for 2019, reflecting the University's mission, under the *Western Sydney University Act*, to meet the educational needs of the Greater Western Sydney region;
- Approving a strategic partnership with the University of New South Wales to establish a new, purpose-built facility at Parramatta and to offer a joint engineering program;
- Approving in principle the establishment of a joint medical program with Charles Sturt University, focusing on the Murray Darling and Southern NSW regions;
- Endorsing the establishment of the Campbelltown Sports and Health Centre of Excellence, in partnership with Campbelltown City Council;
- Approving the request for the proposal process for the divestment of Milperra campus;
- Approving the establishment of the National Institute of Complementary Medicine as a University Research Institute;
- Approving the University becoming a participant in the Digital Health Cooperative Research Centre;
- Approving midway revisions to the University Strategic Plan 2018-2020;
- Approving a number of new or revised policies or statements, including the Responsible Investment Policy, the University's Risk Appetite Statement, Statement of Core Principles for Use of the University Corpus and Operating Protocols 2019-2023, the Fraud and Corruption Risk Management Framework and the Aboriginal and Torres Strait Island People's Education Policy; and
- Resolving to adopt the NSW *Standard Governing Body Provisions*, which amend the *Western Sydney University Act* with respect to membership of the Board of Trustees. These changes reduce the number of Ministerial appointments from six to two, and increase the number of Board appointments from five to nine. There was no change to the total number of Board members.

The Board continued to receive regular updates on the University's Western Growth Strategy.

At its annual strategy day held at the University's new Liverpool City campus, the Board approved the development of a Decadal Planning Framework to set priorities and inform strategic directions over the next two decades.

It approved the overarching goal of Western Sydney University becoming a major global university recognised for transformation, excellence and engaged impact, and that the goal would be expressed through the target of being ranked first in Australia and in the top ten in the world in the Times Higher Education Young University Rankings by 2038.

The Board also approved the 2019-2021 budget, continuing to take a conservative approach due to the current policy and funding uncertainty facing the higher education sector.

The Board of Trustees also approved the following names of University buildings as follows:

- the Liverpool City campus as the Ngara Ngura building, and the foyer of the Liverpool City campus the "Aunty Mae Foyer";
- School of Medicine Building the "Len Ainsworth Building";
- the Moot Court on the Parramatta South Campus the "Landerer Moot Court";
- The EKa Board Room at Parramatta South Campus the "Ngara Baramada room"; and
- The Library in the Blacktown Clinical School as "The Professor Peter Zelas Library".

Throughout the year, the Board of Trustees noted the University's deliberations about course and unit reviews and received reports from Academic Senate about:

- academic governance matters;
- reviews and amendments of academic policies;
- monitoring of academic standards and integrity;
- assessment and review of TEQSA's regulatory requirements; and
- updates on the 21C Curriculum Renewal Project.

The Board of Trustees also approved a proposal to conduct an independent review of Academic Senate and its standing committees.

In 2018, an external review of the performance of the Board of Trustees was conducted, and the Board approved the nine recommendations contained in the review in principle to be implemented in 2019.

## BOARD AND COMMITTEE MEMBERSHIP

There were a number of key appointments to the Board in 2018. Ms Kerry Stubbs was elected as a Deputy Chancellor to fill the casual vacancy left by the former Deputy Chancellor, Michael Pratt, who resigned from the Board in 2017.

Ms Carmel Hourigan was elected as Deputy Chancellor to commence on 1 January 2019 to the fill the vacancy left by the resignation of former Deputy Chancellor Genevieve Gregor on 31 December 2018.

In December 2018, Ms Georgia Lee was appointed to the Board of Trustees as a Board-appointed member to fill the vacancy left by the resignation of Ms Gregor. Also in December 2018, Mr Bob Sahota was appointed as a member of the Board of Trustees commencing on 1 July 2019 to replace Mr Christopher Brown, whose term of office expires in June 2019.

The Board of Trustees made a number of new appointments and reappointments to its Finance and Investment Committee and Foundation Council, the University Infrastructure Committee and the Audit and Risk Committee.

## HONORARY AWARDS AND TITLES

In 2018, the Board conferred honorary awards of the University to:

- Mr Andrew Phillip Scipione AO, APM – Honorary Doctor of Letters
- The Honourable Mike Baird – Honorary Doctor of Letters
- Mr Michael Thomas Pratt AM – Honorary Doctor of Letters
- Mr David Wenham – Honorary Doctor of Letters
- Ms Gillian Shadwick – Honorary Doctor of Letters
- Dr Anlong Xu – Honorary Doctor of Letters
- Dr Thinethavone (Tim) Emmanuel Soutphommasane – Honorary Doctor of Letters
- Mr Michael Maged Ebeid AM – Honorary Doctor of Letters
- Professor Paul X. McCarthy – Honorary Fellow
- Ms Wendy Ellen Tuck – Honorary Fellow
- Mr Darryl Charles Wright AM – Honorary Fellow
- Mr Bashar Hanna – Community Fellow
- Aunty Rita Jean Wright – Community Fellow
- Chief Inspector Robert Fitzgerald – Community Fellow

# BOARD OF TRUSTEES MEMBERS

## OFFICIAL MEMBERS

Professor Peter Shergold AC, Chancellor

Professor Barney Glover, Vice-Chancellor and President

Associate Professor Alphia Possamai-Inesedy, Chair of Academic Senate

## APPOINTED MEMBERS (MINISTERIAL)

Dr Linda O'Brien AM

Mr Joseph Carrozzi

Ms Elizabeth Dibbs, Deputy Chancellor

Ms Holly Kramer

Emeritus Professor MaryAnn Bin-Sallik AO

Ms Genevieve Gregor, Deputy Chancellor

## APPOINTED MEMBERS (BOARD)

Ms Gabrielle Trainor AO

Mr Christopher Brown AM

Mr Peeyush Gupta

Ms Carmel Hourigan, Graduate Member

Ms Kerry Stubbs, Deputy Chancellor

## ELECTED MEMBERS

Dr David Harland, Professional Staff

Dr Ben Etherington, Academic Staff

Ms Alexandra Coleman, Postgraduate Student

Miss Nicole Gismondo, Undergraduate Student

# Governance and Management

## 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 Securing Success Strategic Plan, and sets out the main priorities for the Academic Senate's activities, taking account of its role and terms of reference, and the national Higher Education Standards Framework.

### ACTIVITIES IN 2018

Elections for Academic Senate member positions commenced in January 2018. Associate Professor Alphia Possamai-Inesedy was elected to the position of Chair in January 2018, and Dr Elfriede Sangkuhl was elected to the position of Deputy Chair in February 2018. Academic staff representing their respective schools were also appointed during this time. An induction for new Academic Senate members was held in April 2018 by the Chair and Deputy Chair. The induction included an overview of the governance structure within the University; general academic board information, the Academic Senate Charter, membership, procedural information, expectations and responsibilities, and importantly, a section dedicated to contributing a persuasive student voice in Academic Senate and its Committees. An induction was held on 29 August 2018 for student committee representatives of the Academic Senate and its standing committees. In addition, a training module for student members of the Academic Senate and its standing committees has been developed by the Office of Governance Services to aid in the orientation of staff and students.

Under the Academic Governance Policy, the Academic Senate is responsible for providing advice on the University's academic plans and academic risk management. The Chair of the Academic Senate has met with the Director, Audit and Risk Assessment, to discuss academic operational risks that the Academic Senate and its committees help to manage. Mr Aman Chand, Director, Audit and Risk Assessment, attended the April 2018 Academic Senate to discuss strategies to better connect the Office of Audit and Risk Assessment to the Academic Senate.

In October 2018, the Academic Senate approved changes to the Standing Orders for Academic Senate and its standing committees. The Standing Orders provide guidelines on the convening of meetings, documentation and recordkeeping. The approved changes will provide alignment and consistency with those adopted by the Board of Trustees.

An external review of the Academic Senate commenced in November 2018 to evaluate its compliance with *Standard 6.3 of the Higher Education Standards Framework* (Threshold Standards) 2015. This review is intended to satisfy the requirement under *Standard 6.1.3(d)* for a periodic independent review of academic governance processes, with further aims of determining best practice and providing recommendations for improvement where necessary. The first meeting of the Academic Senate review panel took place on 8 November 2018, and the review panel was invited to attend the February 2019 meeting of the Academic Senate. In addition to the review of survey results and Academic Senate documentation, the panel is expected to conduct short interviews with Academic Senate members. A progress report from the panel is anticipated in March 2019.

At each meeting of Academic Senate, several items are standing agenda items. The Academic Senate notes reports from the Academic Planning and Courses Approvals Committee and approves recommendations contained therein. The Academic Senate or its standing committees, under delegation, also approve variations to courses, specialisations and units. The Academic Senate continues to review and streamline the University's academic policies and procedures, ensuring that they are student-centred and aligned with the Higher Education Standards Framework. Highlights from 2018 included revisions approved to the *Examinations Policy and Procedures, Review of Grade Policy* and *Academic Appeals Procedures*. Under the *Scholarships for Undergraduate Policy*, the Academic Senate approved the offering and selection criteria for undergraduate scholarships. A number of Posthumous Awards were noted during this time under the *Posthumous Awards* and *Aegrotat Grades Policy.*

On behalf of the Academic Senate, the Chair of the Academic Senate convened a panel twice in 2018 to consider student progression appeals, following the Autumn progression round the panel reviewed and made determinations on 335 appeals.

The Academic Senate has engaged closely with the consultation process and review of the University's Strategic Plan and academic structure, discussing proposals and updates at two Academic Senate meetings in February and August 2018. Professor Sharon Bell, Deputy Vice-Chancellor (Strategy and Planning), provided updates as the White Paper and recommendations have evolved.

In June and August 2018, the Academic Senate engaged with the 21C Curriculum Renewal Project, and Professor Simon Barrie, Pro Vice-Chancellor (Learning Transformations), provided a mid-year update on the Project. Dr Daniela Spanjaard, Director of Academic Programs, School of Business, provided insight into the Postgraduate Degree Project for the 21C Curriculum pilot.

Academic Senate receives regular reporting on the University's research activity. Reports have been provided on the 2018 Engagement and Impact Assessment: Selection of Impact Case Studies, the Draft Research Plan 2018-2020 and our contributions and recognition in the 2018 Excellence in Research for Australia (ERA) assessment.

The Academic Senate Executive Committee meets for the identification of issues requiring attention by the Academic Senate, ensuring the preparation of appropriate draft proposals and recommendations, together with supporting documentation, for consideration by Senate or its standing committees. Some functions are delegated from time to time by the Academic Senate. This Committee can also, where expedient and not contrary to policies, determine urgent matters within the jurisdiction of the Academic Senate, which arise between Academic Senate meetings, and report action taken to the Academic Senate for ratification. Finally, it considers and determines any matters referred to it by the Academic Senate, or by the Chair of Academic Senate, or, where urgency is required, by the Academic Senate's other committees. The Academic Senate Executive Committee met in July 2018 to determine items of business and interest for future Academic Senate agendas, the Committee also conducted business electronically for the purpose of urgent approvals on course proposals and variations.

## ACADEMIC SENATE MEMBERSHIP (as at 8 December 2018)

### EX-OFFICIO

- Professor Barney Glover, Vice-Chancellor and President
- Professor Scott Holmes, Senior Deputy Vice-Chancellor
- Professor Denise Kirkpatrick, Deputy Vice-Chancellor and Vice-President (Academic)
- Professor Deborah Sweeney, Deputy Vice-Chancellor and Vice-President (Research and Innovation)
- Vacant position, Pro Vice-Chancellor (Engagement and Aboriginal and Torres Strait Islander Leadership)
- Professor Simon Barrie, Pro Vice-Chancellor (Learning Transformations)
- Professor Kevin Bell, Pro Vice-Chancellor (Digital Futures)
- Associate Professor Linda Taylor, Pro Vice-Chancellor (International)
- Professor James Arvanitakis, Pro Vice-Chancellor (Research and Graduate Studies)
- Professor Amir Mahmood, Dean, School of Business
- Professor Simeon Simoff, Dean, School of Computing, Engineering and Mathematics
- Professor Michele Simons, Dean, School of Education
- Professor Peter Hutchings, Dean, School of Humanities and Communication Arts
- Professor Steven Freeland, Dean, School of Law
- Professor Annemarie Hennessy, Dean, School of Medicine
- Associate Professor Deborah Hatcher, Dean, School of Nursing and Midwifery
- Professor Gregory Kolt, Dean, School of Science and Health
- Professor Kevin Dunn, Dean, School of Social Sciences and Psychology
- Professor Caroline Smith, Dean, Graduate Studies
- Mr Michael Burgess, Chief Student Experience Officer
- Dr Nicolene Murdoch, Chief Executive Officer, Western Sydney University, The College
- Associate Professor Paola Escudero, University Research Institute
- Professor Paul James, Director, University Research Institute
- Ms Robyn Causley, Director, Student Administration
- Ms Lisa Tyson, Acting University Librarian

### ELECTED

(Term to 31 December 2018, unless otherwise indicated)

- Associate Professor Alphia Possamai-Inesedy, Chair, Academic Senate *(31 January 2020)*
- Dr Elfriede Sangkuhl, Deputy Chair, Academic Senate *(31 January 2020)*
- Dr Edward Mariyani-Squire, Academic Staff, School of Business (Level A, B or C)
- Professor Kevin Daly, Academic Staff, School of Business (Level D or E)
- Dr Khoa Le, Academic Staff, School of Computing, Engineering and Mathematics (Level A, B or C)
- Associate Professor Surendra Shrestha, Academic Staff, School of Computing, Engineering and Mathematics (Level D or E)
- Dr Katina Zammit, Academic Staff, School of Education (Level A, B or C)
- Associate Professor Susanne Gannon, Academic Staff, School of Education (Level D or E)
- Dr Anne Jamison, Academic Staff, School of Humanities and Communication Arts (Level A, B or C)
- Associate Professor Christopher Peterson, Academic Staff, School of Humanities and Communication Arts (Level D or E)
- Dr Ludmilla Robinson, Academic Staff, School of Law (Level A, B or C)
- Associate Professor Alpana Roy, Academic Staff, School of Law (Level D or E)
- Dr Steven Trankle, Academic Staff, School of Medicine (Level A, B or C)
- Associate Professor Slade Jensen, Academic Staff, School of Medicine (Level D or E)
- Dr Kathleen Dixon, Academic Staff, School of Nursing and Midwifery (Level A, B or C)
- Professor Yenna Salamonson, Academic Staff, School of Nursing and Midwifery (Level D or E)
- Dr Caterina Tannous, Academic Staff, School of Science and Health (Level A, B or C)
- Professor Janice Aldrich-Wright, Academic Staff, School of Science and Health (Level D or E)
- Dr Martin Daly, Academic Staff, School of Social Sciences and Psychology (Level A, B or C)
- Associate Professor Jane Mears, Academic Staff, School of Social Sciences and Psychology (Level D or E)
- Associate Professor Mathias Boer, Academic Staff, University Research Institutes
- Mr Buch Ezidiegwu, 1 of 2 Undergraduate Students *(to 31 May, 2019)*
- Mr Phil Craig, 2 of 2 Undergraduate Students *(to 31 May, 2019)*
- Ms Julie Onyango, 1 of 2 Postgraduate Students *(to 31 May, 2019)*
- Ms Tegan Bergan, 2 of 2 Postgraduate Students *(to 31 May, 2020)*

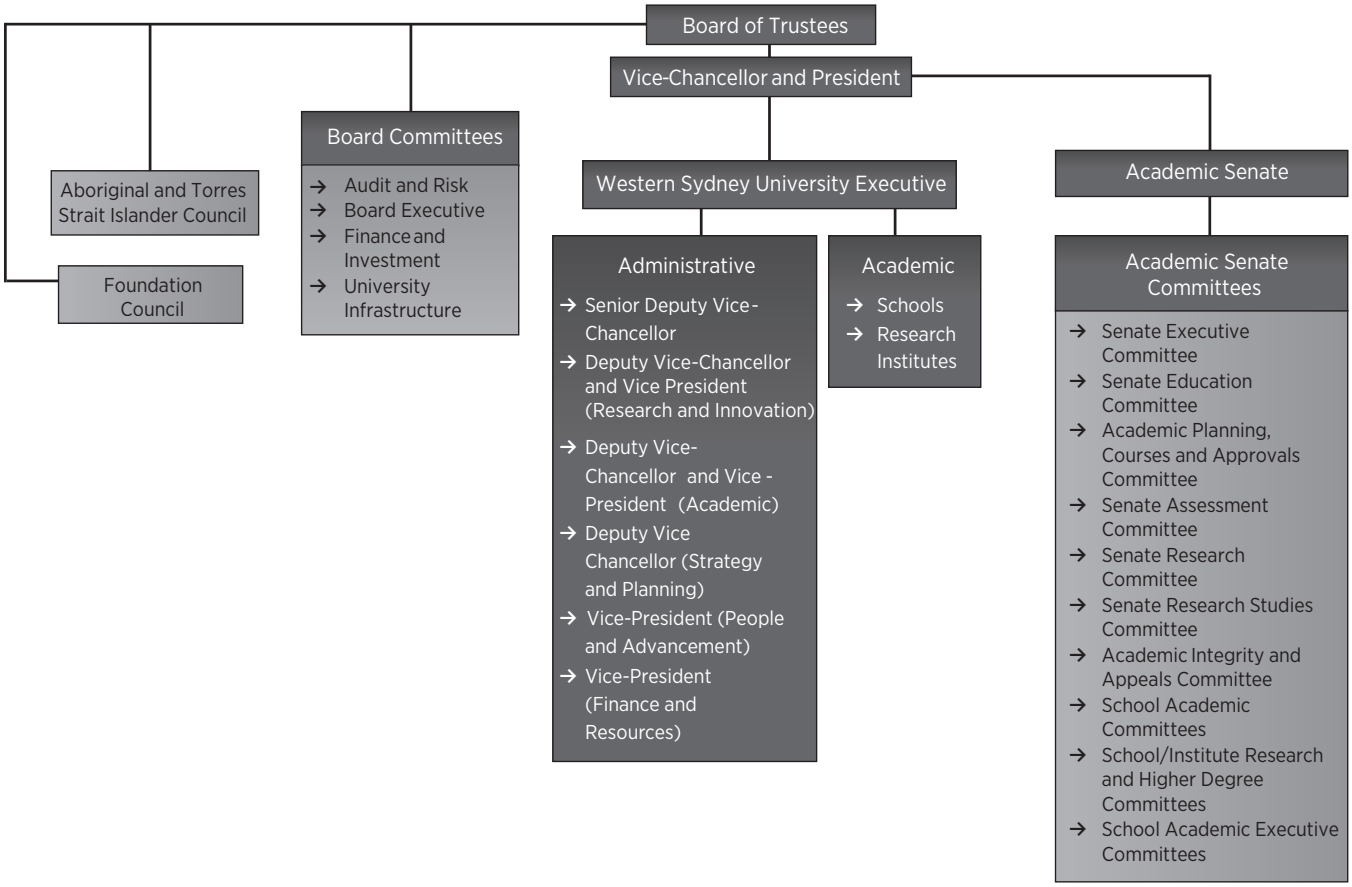
### APPOINTED

- Professor Zhong Tao, Centre for Infrastructure Engineering

# Governance and Management

## WESTERN SYDNEY GOVERNANCE STRUCTURE

**FEBRUARY 2018**



# PRINCIPAL OFFICERS OF THE UNIVERSITY

**as at 1 January 2019**

## CHANCELLOR

**Professor Peter Shergold AC**
- → PhD, London School of Economics and Political Science
- → MA, University of Illinois
- → BA (Hons), University of Hull
- → Fellow of the Academy of Social Sciences in Australia

## VICE-CHANCELLOR AND PRESIDENT

**Professor Barney Glover**
- → PhD, University of Melbourne
- → MSc, University of Melbourne
- → BSc (Hons), University of Melbourne
- → DipEd, University of Melbourne
- → Member of the Australian Institute of Company Directors (MAICD)

## SENIOR DEPUTY VICE-CHANCELLOR

**Professor Scott Holmes**
- → PhD, Australian National University
- → BCom, University of Newcastle (NSW)

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

**Professor Denise Kirkpatrick**
- → PhD, Edith Cowan University
- → MEd, University of Western Australia
- → BEd, Western Australian College of Advanced Education
- → DipTeaching, Western Australian College of Advanced Education

## DEPUTY VICE-CHANCELLOR AND VICE-PRESIDENT (RESEARCH AND INNOVATION)

**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 (STRATEGY AND PLANNING)

**Professor Sharon Bell**
- → PhD, University of Sydney
- → BA (Hons), University of Sydney

## VICE-PRESIDENT (FINANCE AND RESOURCES)

**Mr Peter Pickering**
- → BCom (Hons), University of Newcastle
- → DipCM, AGSM
- → Fellow of the Certified Public Accountants of Australia (FCPA)
- → Fellow of the Chartered Institute of Secretaries and Administrators (FCIS)
- → Fellow of the Australian Institute of Company Directors (FAICD)
- → Fellow of the Governance Institute of Australia (FGIA)

## VICE-PRESIDENT (PEOPLE AND ADVANCEMENT)

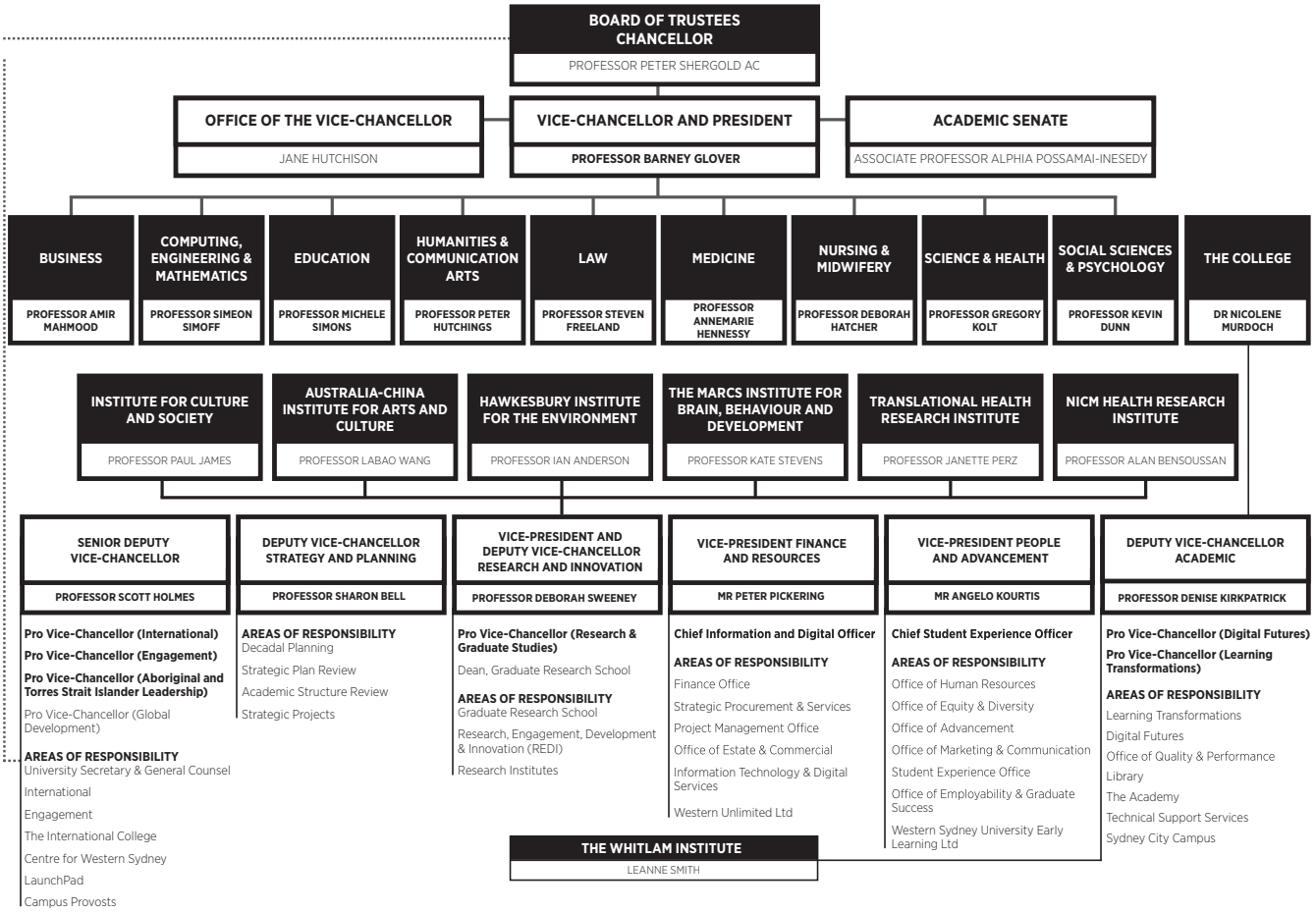
**Mr Angelo Kourtis**
- → BA, University of Western Sydney

## CHAIR OF THE ACADEMIC SENATE

**Associate Professor Alphia Possami-Inesedy**
- → PhD, University of Western Sydney
- → Ba(Hons) University of Western Sydney
- → Vice President of The Australian Sociological Association
- → International Sociological Association
- → Society for the Scientific Study of Religion

# Governance and Management

## WESTERN SYDNEY UNIVERSITY ORGANISATIONAL STRUCTURE (END 2018)




***Bold denotes members of the University Executive Committee**

# Summary Review of Operations: Vice-President (People and Advancement)

The Vice-President (People and Advancement) is responsible for the following areas:
- → Human Resources
- → Equity and Diversity
- → Advancement
- → Student Experience Office
- → Employability and Graduate Success
- → Marketing and Communications
- → Art Collection

The Division of People and Advancement, although seemingly broad and varied, is interwoven by a common interest: enabling students, community, staff and alumni, the people who can build experience, to secure success.

The Division achieves its objectives through investing and optimising the following areas:
- → Service and experience
- → Brand and reputation
- → Digital and data information systems

## HUMAN RESOURCES

Major initiatives driven by the Office of Human Resources during 2018 included finalising the University's people strategy *Our People Securing Success*; conducting the *MyVoice* staff engagement survey; and refining the Shared Services program implementation.

*Our People Securing Success* was finalised for implementation in 2018. The strategy has a foundation of five critical elements:
- → Enhance Organisational Culture and Performance
- → Cultivate empowering leadership
- → Attract and Retain people with a Shared Purpose
- → Develop Careers
- → Recognise and Reward People.

*Our People Securing Success* aims to provide academic and professional staff with opportunities to develop rewarding careers that fulfil their potential and cultivate an inclusive, diverse, dynamic and innovative culture that secures success for Western Sydney University.

University staff fully engaged with the *MyVoice* survey, returning an 87% response rate. For the first time, sessional academic staff were also surveyed, returning a 29% response rate, which was comparable across the sector. Overwhelmingly, staff responses demonstrated a strong alignment and passion for the University and a strong respect for their colleagues, with mission and values scoring over 80%, and role clarity, job satisfaction, talent, and teamwork also scoring over 80%. Focus groups have been held with all Schools, Institutes and Divisions, with action plans developed to address areas requiring improvements.

Pleasingly, *Our People Securing Success* addresses many of the elements that were evidenced in the *MyVoice* survey responses. Implementation of the *Our People Securing Success* and *MyVoice* action plans will therefore be completed in concert.

The Office of Human Resources has also partnered closely with the Project Management Office to refine the implementation of the Shared Services project, engaging an external reviewer for the Post Implementation Review.

The Academic Staff Agreement and Professional Staff Agreement each provided for a 2% pay increase effective 9 March 2018.

In 2018, staff development initiatives continued to be offered University wide, including: the Vice-Chancellor Professional Development scholarships (number of scholarships increased); Staff postgraduate study scholarships; Quality Forum; and a Professional Staff conference. The inaugural Senior Women's conference was held in June 2018, and enjoyed great success. Development programs continue to be conducted, including: a mentoring program for both academic and professional staff, the Academic Promotion readiness program, and the Inspire Leadership program.

## EQUITY AND DIVERSITY

The Office of Equity and Diversity is the lead agency at the University on a broad range of equity and diversity matters that align with the University's 2018–2020 Strategic Plan.

The Office of Equity and Diversity not only supports staff and students and the wider community, but is also committed to meeting its reporting obligations under the Multicultural NSW Act 2000 to promote and ensure equitable and inclusive practices across the University.

### GENDER EQUALITY

During 2018, the University continued to be a strong advocate for advancing gender equality, continuously seeking to support and promote gender equality initiatives for the benefit of staff, students and the Greater Western Sydney community:
- → For the thirteenth consecutive year, the University was recognised as an Employer of Choice for Gender Equality by the Workplace Gender Equality Agency.
- → The University continued to engage in the Science in Australia Gender Equity (SAGE) program. The University's first application will be submitted in March 2019. Based on the internationally acclaimed Athena SWAN Charter, this program aims to improve the promotion and retention of women in Science, Technology, Engineering, Mathematics, and Medicine (STEMM).
- → The University launched a Domestic and Family Violence Policy and related Staff Guidelines to complement increased provisions in the Enterprise Agreements. Several awareness raising activities were also undertaken to highlight this important issue, including social media posts, a poster campaign, and the distribution of staff information packs.
- → International Women's Day was marked with a staff breakfast, attended by over 60 staff. The keynote speaker, Professor Janice Aldrich-Wright, highlighted key points of progress towards gender equality across the University, and outlined the importance of the University's engagement with SAGE.

# Vice-President (People and Advancement)

- → The Vice-Chancellor's Gender Equality Committee met three times across 2018, with members providing out of session input into key gender equity issues on a regular basis. The role of this Committee is to provide guidance to the Vice-Chancellor and to promote and improve gender equality across the University.
- → The Vice-Chancellor's Gender Equality Fund supported six projects in the Fund's second year. Projects focused on furthering gender equity research, education and promotion.

**LESBIAN, GAY, BISEXUAL, TRANSGENDER, INTERSEX AND QUESTIONING (LGBTIQ)**

During 2018, the University made progress on its Sexuality and Gender Diversity strategy 2017-2020, ensuring inclusivity of all LGBTIQ individuals and communities.

The University established an Inclusive Teaching on Diversity Community of Practice with an inaugural event focused on LGBTIQ inclusive teaching and a new site on the students e-learning system curating relevant educational resources.

The University also hosted its first-ever Research Week event focused on LGBTIQ research within the University, and introduced the University's first online seminar addressing LGBTIQ inclusion within our workplaces.

The University continued to host a rolling calendar of events and activities specifically designed to celebrate and show support for sexuality and gender diverse students and staff. These included:

- → Participating in **Mardi Gras** under the banner of 'Love Unlimited'. 80 students, staff and alumni marched together at the 40th anniversary.
- → To mark **International Day Against Homophobia and Transphobia**, an event was held at the Kingswood campus, featuring a poster display, resources table, live music and lunch.
- → **Wear It Purple Day** hosted by the University's Ally Network involving approximately 100 student and staff volunteers gathering for group photos across six campuses to show support for young LGBTIQ Australians.

The student representatives partnered with the Western Queer Prom to lead the Who Bleeds Wins campaign. This is a blood drive that involved all campuses. Student representatives also participated in conferences across Australia, including the NUS Education conference, Queer Collaborations, the Network of Women's Students Association and the Students as Partners Roundtable.

The Student Representation and Participation (SRP) team welcomed the addition of the Campus Life team. The collaborative efforts of the Campus Life team and the student representatives provided further support to the annual events of **Diversity Fest** and **Western Fair**. It is anticipated that the SRP and the Campus Life teams will provide a broader range of support and coordination in 2019 to the Western student clubs and societies.

**DISABILITY**

The current review of mid-term progress on the AAP demonstrates that most initial action items have been significantly addressed. For example, the Disability Service have partnered with Information Technology and Digital Services (ITDS) to develop a systematic tracking of Academic Integration Plans (AIPs), which is being trialled in several Schools; new disability-confidence education programs are being implemented; new positions have been created within some Schools to coordinate support for staff and students with disability; a joint Committee is being implemented to continuously improve accessibly amenity for physical access, with a focus on the University's new vertical campuses; and there have been improvements in communications with all new students to encourage early disclosure and support.

The University launched its third consecutive Accessibility Action Plan (formerly named Disability Action Plan) in March 2018. The new three-year plan outlines the key strategic objectives and plan for improving accessibility across the University. It includes measures to improve outcomes for people with disability in areas of learning and teaching, student support, research and staff services.

The Office of Equity and Diversity continues to provide reasonable workplace adjustments to staff with disability to address specific workplace barriers. The centralised Staff Workplace Adjustment Fund ensures the provision of assistive equipment, software, training and additional occupational assessments and medical advice, to create a flexible and adaptive workplace environment that best meets individual needs. Almost without exception, every staff member disclosing a disability to the Office of Equity and Diversity was able to continue their career and productively contribute their skills and experience to the University as a result of their Reasonable Adjustment Plans (RAPs). During 2018, the Office of Equity and Diversity received 111 enquiries and referrals for new RAPs, of which 87 translated into assistance for reasonable adjustments in the workplace. The unit provided ongoing support and advice and education to managers and line supervisors in effective accommodation of disability in the workplace. This program will continue to be expanded in 2019.

In 2018, the University was granted funding for an additional four years to continue to operate the National Disability Coordination Officer (NDCO) program. During 2018, 24 presentations were made at conferences and events. The NDCO hosted or collaborated on 44 events with approximately 5000 attendees.

During 2018, the NDCO Program collaborated on a range of projects designed to enhance participation of People with Disability in tertiary education and employment settings. Some of these projects included Multicultural Inclusive Films Project, University Specialist Employment Partnerships (USEP), Life After SLES Program and Pathway to Employability Careers Forum.

## MULTICULTURAL POLICIES AND SERVICES

The University is committed to ensuring that the skills and talents of all students, staff and its diverse community are supported, enriched and given every opportunity to access services and programs offered by the University. The University's commitment to upholding the principles of Multicultural NSW as set out in the Multicultural NSW Act 2000 are summarised below:-

### Cultural and Linguistic Diversity

Developing and leveraging the University's relationships with community partners, the University's Chaplaincy service was able to better engage students from multicultural backgrounds from Greater Western Sydney with historical tours, cultural literacy meetups, surf safety courses and educational bush walks. The Chaplaincy service expanded the evening soup kitchen to five campuses and regularly served over 400 meals per week.

The cultural literacy meetup was a pilot this year at the Campbelltown campus. Approximately, 12 students participated, and the focus was on sharing language. The Chaplaincy service hopes to expand the literacy program in 2019 to other campuses.

As Chair of the Australian Multicultural Council, Professor Sev Ozdowski AM, Director of Equity and Diversity, hosted and participated in the **9th International Conference on International Human Rights Education (ICHRE)** which was held at Western Sydney University, Parramatta South campus in November 2018.

**ICHRE**, explored the question "how can human rights education develop and strengthen civil society and transform the ways in which civil society works"? The conference provided an opportunity for participants to learn about the latest research, practices and trends in human rights education. The **10th ICHRE** will be held in Nepal.

Since 2008, the Office of Equity and Diversity's ***Open Fora*** series has continued to host a number of key discussions debating global issues on social and human rights topics. Delivered by distinguished speakers, the discussion topics for 2018 included:

- → Hazara Human Rights Forum
- → The Struggle of Identity Politics in India
- → Combating Modern Slavery
- → Ukraine in Europe: Today and Tomorrow
- → Current Attacks on Political Freedom of Speech.

### Emerging Refugee and New Communities (Settlement Support Services)

The Refugee, New and Emerging Communities Education Engagement program continued to leverage its partnerships with community and government agencies, which included the Refugee Council of Australia, Settlement Services International, Mount Druitt Ethnic Community Agency and Navitas, all of which provide essential support services to students as they adjust to their new way of University life. During 2018, some of the continuing student support services included:

- → Continuing to host Uni-taster days for refugee and asylum seeker students that assist to build confidence, familiarity and a sense of belonging to the University community.
- → 2018 witnessed the informal campfire chat initiative evolve into a student refugee group called United Voice. This group increases visibility and strengthens the student refugee voice across three main campuses: Kingswood, Campbelltown and Parramatta South.

As part of the In-School program supported by the Emerging Refugee and New Communities program, scholarships continued to be awarded to refugee and migrant students. In 2018, a representative from Western Sydney University occupied a seat at the Refugee Council of Australia in support of advocating scholarships for Asylum seeker students to study at the University.

The Emerging Refugee and New Communities program continued to support intensive English language foundation courses through Western Sydney University The College for refugee and migrant students as they study to transition to University.

# Vice-President (People and Advancement)

## EQUITY STATISTICS

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

| EEO GROUPS: ACADEMIC STAFF | BENCHMARK OR TARGET | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 50% | 49% | 50% | 48% | 49% | 49% | 49% | 50% | **50%** | **50%** |
| Aboriginal and Torres Strait Islander people | 2% | 1% | 2% | 2% | 2% | 3% | 2% | 2% | **2%** | **2%** |
| People whose language first spoken as a child was not English | 19% | 26% | 26% | 26% | 28% | 27% | 30% | 32% | **32%** | **33%** |
| People with a disability | N/A | 8% | 7% | 8% | 6% | 7% | 7% | 7% | **7%** | **8%** |
| People with a disability requiring adjustment at work | 1.50% | 2% | 2% | 2% | 1% | 1% | 2% | 2% | **2%** | **2%** |

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

| EEO GROUPS: GENERAL STAFF | BENCHMARK OR TARGET | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 50% | 66% | 68% | 67% | 68% | 67% | 68% | 67% | 67% | 67% |
| Aboriginal and Torres Strait Islander people | 2% | 2% | 3% | 3% | 4% | 4% | 3% | 4% | 4% | 5% |
| People whose language first spoken as a child was not English | 19% | 17% | 17% | 18% | 18% | 17% | 19% | 20% | 20% | 20% |
| People with a disability | N/A | 10% | 10% | 9% | 8% | 7% | 8% | 8% | 8% | 7% |
| People with a disability requiring adjustment at work | 1.50% | 3% | 3% | 3% | 3% | 2% | 3% | 2% | 2% | 2% |

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

| EEO GROUPS: ACADEMIC STAFF | BENCHMARK OR TARGET | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 100 | 85 | 83 | 87 | 85 | 88 | 90 | 89 | 89 | 89 |
| Aboriginal and Torres Strait Islander people | 100 | N/A | N/A | 76 | 79 | 83 | N/A | 69 | 69 | 69 |
| People whose language first spoken as a child was not English | 100 | 95 | 97 | 98 | 93 | 90 | 90 | 95 | 95 | 96 |
| People with a disability | 100 | 90 | 87 | 88 | 86 | 86 | 103 | 95 | 95 | 97 |
| People with a disability requiring adjustment at work | 100 | N/A | N/A | 88 | N/A | N/A | 117 | 109 | 109 | 111 |

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

| EEO GROUPS: GENERAL STAFF | BENCHMARK OR TARGET | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|---|---|---|---|---|---|
| Women | 100 | 90 | 89 | 89 | 90 | 92 | 90 | 91 | 91 | 91 |
| Aboriginal and Torres Strait Islander people | 100 | 103 | 97 | 98 | 95 | 95 | 98 | 92 | 92 | 90 |
| People whose language first spoken as a child was not English | 100 | 97 | 99 | 98 | 98 | 99 | 99 | 97 | 97 | 96 |
| People with a disability | 100 | 101 | 98 | 100 | 103 | 103 | 101 | 101 | 101 | 102 |
| People with a disability requiring adjustment at work | 100 | 101 | 104 | 107 | 109 | 111 | 105 | 103 | 103 | 95 |

## ADVANCEMENT

The Office of Advancement leads the University's philanthropy and fundraising initiatives which aim to strategically advance the University's mission and goals. The Office is responsible for facilitating relationships with alumni, the community, students and staff, in partnership with other areas of the University, to raise funds in support of research and student success.

### FOUNDATION COUNCIL

The University's Foundation Council is a sub-committee of the Board of Trustees and is comprised of distinguished business leaders and alumni who support the University and the Office of Advancement in achieving its strategic goals, through philanthropy.

In 2018, Foundation Council members included David Bonham, Danny Gilbert AM (Chair); David Hazlett, Professor Peter Shergold AC; Professor Barney Glover; Cameron Clyne; Matt Graham; Carmel Hourigan; Martyn McCarthy, Nicholas Moraitis AM; Katie Page; The Hon. Dr Helen Sham-Ho OAM, Gabrielle Trainor AO; Kim Williams AM; Talal Yassine OAM; and Ms Tracy Chalk.

### PHILANTHROPIC SUPPORT – 2018

In 2018, Western Sydney University received the strongest support from donors in its 29 year history. New gift commitments of $21.6 million were pledged in 2018, the direct impact of which will continue for many years. The University also received $11.4 million in cash donations over this period.

The University received a significant donation of $10 million ($2 million per year for 5 years) from Mr Len Ainsworth AM and Mrs Margarete Ainsworth towards the University's health and medical research at the School of Medicine. The Jacka Foundation of Natural Therapies pledged a further $6 million over the next 15 years towards the NICM Health Research Institute at Westmead, bringing their combined total giving to the University to $10 million.

There has been a strong increase in donor supported scholarships in recent years. In 2018, 397 students were supported by donor funded scholarships, an increase from 328 in 2017 and up from only 141, just five years ago in 2014, representing growth of 182%.

This increase in scholarship support was helped by growth in the number of donors, which increased from 892 in 2017 to 1055 in 2018. Whilst still low compared to others in the sector, this is a record number of donors for Western Sydney University, which will help build the future platform for ongoing and more significant giving. Alumni donors increased by 36% on 2017, to 166 in 2018, representing 15% of total donors. Alumni gave $55,385 in cash donations in 2018.

Reflecting the passion and commitment of the University's own staff, in 2018 the University's payroll giving program became the national leader. A total of 506 staff made a gift through payroll, more than in any other year prior. The year ended with a participation rate of 15.9% of eligible staff in fortnightly giving.

In October 2018, the University held its second Town & Gown Gala Dinner at Rosehill Gardens. The event attracted over 950 guests, comprising the University's industry and community partners, Alumni Awards finalists, students, and professional and academic staff from Schools, Institutes and Divisions. Over $700,000 was received from the event and will go towards the University's health and medical research program, *Western to the World*. The overwhelming support received for the event was a reflection of the University's strong relationships with its community and industry partners.

Donor relations and stewardship efforts focused on ensuring that donors have the opportunity to enjoy their giving and see first hand the impact of their generosity, particularly as it affects the University's students, teaching and learning programs, facilities and areas of research excellence.

At the annual Scholarships Ceremony, 51 donors attended while five Prize Ceremonies allowed dozens of donors to engage with their student scholarship recipients. A Donor Thank You function was held in the historic Female Orphan School at the Parramatta South campus, and was attended by a combination of major donors, bequestors, and Foundation Council members. These events provide donors with an authentic and important opportunity to engage with students, with academics, and with University Leaders.

## THE STUDENT EXPERIENCE OFFICE

The Student Experience Office (SEO) oversees all aspects of the student experience as well as managing a number of operational functions. The SEO consists of the following departments:

- → Student Administration
- → Student Engagement
- → Student Services
- → Strategy and Performance (including Student Experience Administration and Enquiries)
- → Campus Safety and Security

### STUDENT ADMINISTRATION

Student Administration is responsible for admissions, enrolments, graduations, course data management, examinations and timetabling.

In 2018, the Admissions team processed over 30,000 applications and made approximately 28,500 offers to domestic students.

The Enrolments team facilitated approximately 22,000 commencing student enrolments and 286,000 unit enrolments for both commencing and continuing students. Additionally, there were around 36,000 enrolment transactions for advanced standing, withdrawal without academic penalty, rule waivers and course variations.

8,064 students graduated in 2018, with 4,559 in April, 2,410 in September and 1,095 in December.

# Vice-President (People and Advancement)

The Course Data Management team (CDM) implemented 1,100 curriculum proposals, including 16 new courses, 201 course variations and 180 new units. Additionally, CDM is supporting the 21C Curriculum development Project through course changes and introducing Learning Pods.

In 2018, the Examinations unit was responsible for 152,045 examination sittings. The unit also processed 263,762 results, 20,934 progression outcomes and 16,934 review of grades.

The Timetabling Team scheduled over 21,500 classes, processed approximately 3,500 timetable changes and 26,300 casual room bookings. A key achievement in 2018 was hosting a 'timetablers' conference from across Asia-Pacific and consolidating the casual room bookings into the new Resource Booker platform.

**STUDENT ENGAGEMENT**

The Student Engagement team is a new team responsible for enhancing the level of engagement that students have with Western Sydney University. It includes Peer Assisted Study Sessions (PASS), Student Representation, Campus Life, The Chaplaincy, Mental Health and Wellbeing, Orientation, Transition Success and MATES.

In 2018, 140 student PASS facilitators, including 10 Aboriginal and Torres Strait Islander students, delivered 3,105 PASS sessions in the Autumn and Spring sessions, totalling to 3,105 contact hours. Students who attended five or more hours of PASS in the Autumn session achieved on average 11.5 grade points higher and were 16% more likely to progress in their course. The program was awarded a University Citation for Outstanding Contributions to Student Learning, and facilitator Betty Nguyen received an Australasian Peer Leader Award, for Outstanding Senior Leader.

The Student Representation and Participation (SR&P) team supported six formal student councils, 24 student equity collectives, the student newspaper, and over 100 student clubs. In total, SR&P mentored approximately 150 Student Representatives, Equity Officers, Club Officers and Student Editors, to ensure a strong student voice across the University.

The Campus Life team delivered 4,049 events across multiple campuses with 157,737 student attendees. Additionally, 28,615 attended the SSAF funded breakfasts.

A total of 9,988 students registered for Orientation sessions in 2018. An Orientation Exit Survey was conducted and 84% of participating students indicated that they were satisfied or very satisfied with their orientation experience.

The Transition Success team conducted 41 campaigns in 2018, with over 25,700 students contacted. This number includes 'at risk' interventions and resignation campaigns.

The MATES program (Mentoring and Transition Equals Success) continued to expand with 118 mentors and 1,276 mentees with the International College also participating during terms 2 and 3.

Throughout 2018, the Chaplaincy service cultivated and leveraged an array of community partnerships (religious professionals, churches, temples, mosques, community service organizations) for the benefit of students. These took the form of personal spiritual support, group discussions and various forms of hospitality so as to facilitate a greater sense of belonging and creating community for students. Throughout the year, the Chaplaincy service prepared around 400 nutritious and free meals per week across five campuses. These have been opportunities for study support while, at the same time, developing social connection, lowering anxiety and contributing to a more balanced diet.

**STRATEGY AND PERFORMANCE, STUDENT EXPERIENCE ADMINISTRATION AND ENQUIRIES**

In 2018, the Strategy and Performance team launched Western You and the Voice of Student (VoS) as significant student experience initiatives. These programs enable students to provide constructive feedback throughout their journey at the University.

A total of 2,500 students registered with Western You, a student research community and panel, in its first three months of operation. The Western You inaugural survey was active for two months with 1,120 respondents. Results showed that 86% of respondents are happy about being a Western Sydney University student and 83% are proud of what they are doing at the University.

The VoS is a University-wide experience program, aimed at measuring experiences in real-time at critical student interactions. The pilot launched in October 2018 with selected Student Central interactions and partnered with the School of Nursing and Midwifery for select nursing student interactions. There will be a comprehensive rollout of this program in 2019.

The Student Experience Administration and Enquiries SEAE team continue to implement process improvements including significant change and improvement to the results process.

### STUDENT SERVICES

In 2018, approximately 14% of the total student population were supported, with 22,092 occasions of service by Wellbeing Services (Counselling, Disability and Welfare). A total of 95% of clients reported that the support made a positive difference and 95% reported that the support achieved the desired outcome. Mental health concerns continue to dominate the presenting issues, (37% of Counselling presentations and 47% of Disability presentations) with academic support (57% of Welfare presentations), physical mobility and financial assistance being ongoing concerns for students.

Key achievements for the Wellbeing Service are:
- → The Student Welfare Team provided complex case management support for all 16 Asylum Seeker Scholarship holders;
- → 159 students registered for Spring English Language Conversation groups, with 46% attending three or more sessions; and
- → The First Responder Triage model was introduced by Counselling to improve service response time to students. The Western You survey identified students who experienced severe depression, anxiety and stress. The First Responder team proactively contacted 242 of these students to provide support.

Student Central, the first point of contact for student enquiries, managed 155,693 phone calls, 106,760 face-to-face transactions, 82,056 email queries, answered 52,680 chats, processed 60,117 forms (including e-forms) and produced 28,294 ID cards. Student Central achieved 90% and above satisfaction levels for all communication channels, namely face-to-face, phone, email and chat.

Initiatives implemented in 2018 were:
- → A new Click and Collect Student ID card service at Orientation;
- → An outbound call campaign to international 'at risk' students;
- → A google maps update of all Student Central locations;
- → The development of knowledge articles for College students; and
- → New enrolment and tutorial registration self-help videos.

### CAMPUS SECURITY AND SAFETY

The following are key activities performed by Campus Safety and Security in its role of providing a safe, secure and accessible environment during 2018:
- → Successfully introduced a redesigned security operational structure, providing more flexibility and better on ground assistance for safety and security needs. The structure now includes a dedicated new focus on strategic business continuity and crisis management, emergency management and transport co-ordination, all of which are focused on the delivery of an outstanding student experience;
- → Commenced a business impact analysis across the University, to enable a comprehensive business resilience program to be developed in 2019;
- → Completed the security architecture and implemented security operations at the new Ngara Ngura building (Liverpool City campus);
- → Successfully completed a tender process to partner with a commercial shuttle bus supplier. The new shuttle bus supplier will provide a commercial standard of deployment and management of shuttle bus services from 2019;
- → Provided effective routine security services, including the management of three serious incidents occurring on campus under incident management protocols;
- → Provided advice and investigative support for sensitive management investigations;
- → Continued to improve operating procedures and practices in response to sexual assault and related behaviours, in support of the national university sector's Respect. Now. Always. initiative;
- → Continued to provide on-ground presence at each host city of the University Games to provide support and assistance to our participating students if required; and
- → Continued to monitor the delivery of services to students during the initial on-boarding period of each session.

## EMPLOYABILITY AND GRADUATE SUCCESS

The Office of Employability and Graduate Success was established in March 2018. It leads the design and implementation of the University's first ever 'Employability' strategy, which acknowledges that Western Sydney University students bring with them a wealth of experience, knowledge and skills that stem from participation in the world and in the Western Sydney region. The organising framework for the new strategy is Graduate Capital – five distinct domains (human, social, cultural, identity and psychological) that can be combined in unlimited ways in order to attain success, as it is determined by the student or graduate.

Through the five capitals and an accompanying visual and interactive dashboard, students and graduates will be given five different areas from which they can speak about their unique experiences, knowledge and skills. The Office of Employability and Graduate Success accredits traditional, labour market ready capitals that enhance student employability outcomes and represents them visually on a dashboard. Through this, value will be given to the immense, non-conventional capitals that are the keystones for success in Western Sydney.

Widespread engagement has taken place in 2018 to ensure the Graduate Capital model has application in the current and uncertain future labour market. In 2019, development is planned for the Capital Framework dashboard and Experience Map portfolio, along with a dedicated industry insights feed and link to options and opportunities to build new and further existing capitals based on the experiences of individuals.

# Vice-President (People and Advancement)

## MARKETING AND COMMUNICATIONS

The Office of Marketing and Communications consists of five teams: Strategy and Campaigns, Engagement and Events, Analytics and Insights, Channel Marketing, and Corporate Communications. The focus continues on experience-driven, integrated communications, highlighting the University's innovative curriculum development, its unique *True Reward* entry program and the development of accessible campuses throughout the Greater Western Sydney region.

Highlights of 2018 include:
- More than 150 major events held on campus for more than 70,000 participants
- An in-school outreach program
- Career markets engaging more 30,000 students
- Record attendances at Mid-Year, Open Day and Postgraduate Information Sessions.

Of particular note, the University's Contact Service Centre was again the highest rated tertiary education institution for customer service (Customer Service Benchmarking Australia).

## ART COLLECTION

In 2018, 18 artworks were donated to the Western Sydney University Art Collection, with a combined value of $150,710.

These included:
- sculpture by artist Jan King (*Ariadne*);
- sculpture by Peter Zappa (*Hand Drawn*);
- painting by Richard Birrinbirrin (*12 Canoes*);
- paintings by Aboriginal artists:
  - Mung Mung's *Najiwany (Anthills)*;
  - Kathleen (Kanta) Donegan's *Kapti Piti Kutjara (Two Rockhole Place)*;
  - Narputta Nangala Jugadai's *Karrkurutinytja*;
  - Nancy Kunoth Petyarre's *Awelye*;
  - Selina Teece Pwerle's *Bush Medicine*;
  - Margo Pitjara Dobbs' and Kukula McDonald's untitled pieces;
  - untitled bark painting by Watjung Mununggurritj.
- two watercolours by Guy Warren (*Forest Pool, 1-12, No.4 and River Series, A 1-30, No.111*);
- a lithograph by Arthur Boyd (*Pulpit Rock Landscape*);
- a coil basket by Daisy Nadjungdanga; and
- a ceramic plate by Elisabeth Cummings.
- two works of ink and brush on rice paper by Chinese artist, Tianci Xie, *Untitled* and *Melody of Australia.*

During 2018, the University has also commissioned the outdoor sculpture, *Encryption*, by Marcus Tatton. The sculpture will be completed in February 2019, and will be located outside the library on Kingswood campus.

### VICE-CHANCELLOR'S ART COMMITTEE (VCAC)

The VCAC provides strategic guidance and advice on the University's Art Collection, and exhibition programs within the University's galleries. The VCAC met twice in 2018. Members included: Angelo Kourtis, Vice-President (People and Advancement), **Chair**; Professor Peter Hutchings; Professor Lisa Jackson Pulver AM; Jane Hutchinson (standing in for Vineta Lopaticka); Aleisha Banks; Professor Paul James; Sophia Kouyoumdjian; Michael Dagostino; Professor Labao Wang; Professor Andrew Reeves; and Monica McMahon, **Secretary**.

### MARGOT HARDY GALLERY

In 2018, the Margot Hardy Gallery hosted eight exhibitions, engaging 552 artists. Standout exhibitions included *Rohingya: Refugee Crisis in Colour*, featuring a photographic exhibition by photographer Ali MC; and *Power of the Lens*, showcasing the works of 125 photographers.

248 of the artists engaged in 2018 were involved in one (or more) of four community art projects; such as *Circuit Breaker*, exhibiting 60 works from residents of Odyssey House, an adult drug and alcohol rehabilitation program and *Art is…* featuring 62 works by students from Nicolles' Studio of Art.

The Gallery also exhibited the works of 172 primary school children from two primary schools and 132 high school students from two secondary schools. *Our Journey Through Thailand* showed a collection of works by 101 students from Greenway Park Public School, including dance performances at the opening; *Landscapes and Beyond* highlighted artworks by 71 students from Panania North Public School; *2B or Not to Be…* displayed a collection of works by 65 students from Canley Vale High School, including animation, films and music performances at the opening night; and *Perspectives* showcased artworks by 67 students from Hoxton Park High School, also including animation, films, music and dance performances at the opening.

**WESTERN SYDNEY UNIVERSITY ART GALLERY**

The Western Sydney University Art Gallery at the Werrington North campus supports University staff and higher degree students and their research. In 2018, it hosted four exhibitions, showing the works of 20 artists. The 2018 exhibition program included *Futuro Infanti Hoy*, a photographic exhibition from Chilean photographer Paz Errazuriz; *Drawn by Nature*, presenting a collaborative project of two artists, Diana Bell and Geoff Scott; *By the time I get to Puning, she'll be rising 600 years old*, which showcased academics and PhD candidates from Western Sydney University; and *Mind the Gap*, which was co-curated by Joy Paton and Anita Lever, and featured the works of art therapy practitioner-educators from Western Sydney University.

**MARGARET WHITLAM GALLERIES**

The Margaret Whitlam Galleries predominantly hosts national touring exhibitions from major cultural institutions. In 2018, the galleries hosted four exhibitions and exhibited the works of over 160 artists.

One exhibition, the *Liberation Prison Project*, was a social services program of the Foundation for the Preservation of the Mahayana Tradition. It featured 84 original artworks created in prisons from 1996 – 2017, from Australia and around the world, as well as a selection of poems by prisoners, recited by professional actors in an ambient soundscape.

Exhibitions presented by the Whitlam Institute included *Blaze: Working Women, Public Leaders*, curated and produced by State Archives and Records NSW; and *Promiscuous Provenance*, a travelling exhibition from Shoalhaven Regional Gallery, featuring the works of artist Anna Glynn.

*Drawing on the Past* featured works by the Hawkesbury Community Arts Workshop (HCAW) founder, Kevin Oxley, and its current members. Curated by Monica McMahon, the exhibition celebrated the 40th anniversary of HCAW.

**AUSTRALIA–CHINA INSTITUTE FOR ARTS AND CULTURE (ACIAC) GALLERY**

ACIAC Gallery exhibitions reflect links between China and Australia and the complexities of cross-cultural exchanges. The gallery hosted five exhibitions in 2018, featuring the works of 17 artists. The 2018 exhibition program included *Everyday Dignity*, an exhibition of photographs by David Lai, Peter Steele and David Cubby; Offerings – *Phei Phei*, an exhibition of ceramic works by Jayanto Damanik Tan; Jiawei Shen's *Archibald* paintings; *Three Perfections*, featuring artworks by Chinese-Australian artists Huang Qinghui, David Liu, Sun Mingcai, Wang Mingke and Chen Bingbing; and *The Yunnan School of Artists*, which showcased the painters and printmakers Yang Peng, Wang Yuhui, Xiong Huiming, Shen Dekun, Lyu Min and Ye Songqing.

**2018 WESTERN SYDNEY UNIVERSITY SCULPTURE AWARD AND EXHIBITION**

Held every two years, the Western Sydney University Sculpture Award and Exhibition is a valuable educational and cultural resource for the community, enhancing the campus environment for teaching and learning. The sculpture awarded the acquisitive prize is permanently displayed alongside works by previous winners in the parklands stretching between the two main entrances of the Campbelltown campus.

From 4 May – 3 June 2018, the University Art Collection hosted the 2018 Western Sydney University Sculpture Award and Exhibition on the Campbelltown campus, featuring sculptures of 23 finalists. The 2018 winners were Dan Lorrimer, for his sculpture *Fault Sector* (Western Sydney University Acquisitive Sculpture Award); Robert Barnstone, for his sculpture *Body Shells* (Janice Reid Site Specific Award); and Michael Purdy, for his sculpture *Gimme Shelter* (Landcom's People's Choice Award).

The event continued to receive strong support. The panel of esteemed judges included David Jensz (Sculptor), Alison Clark (Curator), and Sophia Kouyoumdjian (Curator). Landcom continued its sponsorship of the $5,000 (non-acquisitive) People's Choice Award, and Quest Campbelltown continued its sponsorship providing accommodation for interstate and international artists.

# Deputy Vice-Chancellor and Vice-President (Research and Innovation)

The Deputy Vice-Chancellor and Vice-President (Research and Innovation) is responsible for the leadership of the Graduate Research School, the Research Engagement Development and Innovation Unit, Centralised Research Facilities and the University's five Research Institutes.

The Division's strategic priority is being a research-led university with regional, national and global impact.

The Division delivers the leadership, framework and support for research outcomes within four interdisciplinary research themes:

- Urban Living Futures and Society: people, culture, economy and the built environment
- Health and Wellbeing: translation, integration and innovation
- Education and Work: access, education and pathways
- Environment and Sustainability: climate, agriculture and liveability.

In 2018, the Division launched and consolidated the University's 2018-2020 Research and Innovation Plan. This plan articulates the University-wide research support through two core strategies:

- Capacity: investment in Research Institutes; identifying and supporting emerging cohorts of research strength; research-led recruitment; support and advice to Institutes, Schools and research centres to grow external income.
- Impact and Quality: empowering researchers' independence and accountability; fostering purposeful collaborations across the University and with national and international partners; establishing consistent quality metrics that guide researchers and, as an institution, increasing the quality of our publications; researching relevant career planning and clear performance expectations for academic staff; celebrating the University's research achievements and its researchers; delivering benefits to communities and partners, both nationally and internationally.

## RESEARCH THEMES

The Division continued to support research under the University's four Research Themes encouraged by the Research Theme Champions and the Research Theme Fellows.

In 2018, two new Research Theme Champions were appointed. Professor Virginia Schmied from the School of Nursing and Midwifery was appointed as Research Theme Champion for Health and Wellbeing, replacing Professor Caroline Smith, who stepped down due to her appointment to the role of Dean of the Graduate Studies.

Associate Professor Danielle Tracey from the School of Education was appointed as the new Research Theme Champion for Education and Work, replacing Professor Kath Holmes who completed her tenure as Research Theme Champion.

## SECTORAL ENGAGEMENT

In May 2018, the Standing Committee on Employment, Education and Training launched the Inquiry into Funding Australia's Research. After University wide consultation, the Division developed and submitted the University's response. On 7 August 2018, the Division further represented the University at the Parliamentary Roundtable discussions.

In July 2018, the Medical Research Future Fund opened the consultation process on its 2018-2020 Priorities. The Division consulted across the University, delivering a submission and also feeding into the Innovation Research Universities (IRU) response. Responses to the consultation informed the MRFF's November 2018 submission to Parliament.

## STRATEGIC RESEARCH INITIATIVES

The burgeoning areas of research capacity across the University were supported this year through the call for new Strategic Research Initiatives (SRIs). The SRIs draw on developing and established cohorts of cross disciplinary strength. SRIs are funded for up to five years and will engage in co-designed research with industry partners in order to arrive at impactful outcomes. Of the 22 Expressions of Interest that were initially received, six SRI bids progressed to stage two assessments. Three of these were funded:

- The International Centre for Neuromorphic Systems (ICNS) – situated within MARCS
- The Young and Resilient SRI – situated within ICS
- Transforming Early Education and Child Health (TeEACH) – situated within the School of Nursing and Midwifery

Each of these SRIs is cross-disciplinary, drawing on researchers from across the University.

## RESEARCH AND WESTERN GROWTH

In 2018, the draft research plan for the new Bankstown campus was developed in consultation with key stakeholders. It was circulated for discussion in November.

Hassall Street Engineering Hub partnership discussions commenced. Initial plans for further research partnerships with UNSW were presented to the UNSW's Deputy Vice-Chancellor (Research), Professor Nick Fisk, with review and development of these plans to continue in 2019.

**EXECUTIVE EDUCATION**

An Executive Education strategy was developed called WesternXeD, which launched its website and developed a small suite of programs in 2018. Further programs are planned for 2019.

**INDIAN DELEGATION**

In November 2018, the Division was part of the University's delegation to India. The research focus of this trip centred on the areas of Horticulture and Neuromorphic Engineering. The ICNS SRI was announced during a visit to the Indian Institute for Science (IISc) Bangalore, along with the International ICNS/ IISc Alliance through which Western committed to a program of visiting fellowships and research partnerships.

**LGBTIQ RESEARCH**

An audit of current and planned research was conducted into the issues affecting Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ) communities in the period from September 2017 to the end of January 2018.

**DISTINGUISHED PROFESSORS**

A Distinguished Professors honorary award was established, with eight Distinguished Professors appointed in the initial round. Deputy Vice-Chancellors, Deans, Institute Directors, Pro Vice-Chancellors, or other Distinguished Professors are all eligible to nominate new awardees. These honours were announced at the Professorial Dinner held in October 2018, with the awardees to be presented a Distinguished Professor medal at the April graduation ceremonies in 2019.

**QUALITY FORUM**

On 9 November 2018, the Division of Research and Innovation, for the first time, hosted the University's 2018 Quality Forum. The theme for the day was Excellence, Impact & Reputation. More than 150 academic and professional staff members across all Schools and Divisions attended. The keynote address was delivered by the NSW Chief Scientist and Engineer, Professor Hugh Durrant-Whyte. The outcomes and discussions from the Forum have been included in the Division of Research and Innovation 2019 planning.

**AWARDS AND RECOGNITION**

Western Sydney University researchers, Dr Kate Umbers and Dr Genevieve Steiner, were awarded the prestigious 2018 Young Tall Poppy Science Award – presented to Australia's leading young scientific researchers and communicators. Presented by the Australian Institute of Policy and Science (AIPS), the award recognises excellence in early career research, alongside a passion and capacity to communicate science to the community.

Four Western Sydney University researchers have been ranked in the top one per cent globally after earning a place on the Clarivate Analytics 2018 Highly Cited Researcher list – identifying them as among the world's most influential scientists.

Professor Wei Xing Zheng from the School of Computing, Engineering and Mathematics, Professors Belinda Medlyn and Peter Reich, and Associate Professor Brendan Choat from the Hawkesbury Institute for the Environment (HIE), are part of the influential group of 245 researchers who contributed to Australia's overall citation ranking of fifth out of 60 nations this year.

**RESEARCH CELEBRATION**

The Division hosted a Research Celebration event on 13 November 2018. This informal occasion acknowledged and celebrated the work of our researchers. It recognised grant success, industry partnerships, publication and supervision achievements as well as service to University efforts such as the ERA and EIA submission.

# Deputy Vice-Chancellor and Vice-President (Research and Innovation)

## RESEARCH ENGAGEMENT, DEVELOPMENT AND INNOVATION (REDI)

Diversifying research income and increasing the impact and quality of its research are the goals of Western Sydney University's research strategy.

### RESEARCH INCOME

Continued investment in diversifying the University's research income is crucial to the University's research income stability, and, equally importantly, affords the University's researchers the opportunity to apply their research findings and expertise in the broader community.

The University continues to substantially exceed the sector in research income growth, achieving an average growth rate of 12.2% p.a. for the period 2013-2017 compared with the sector average of 2.6% for the same period. This growth has come within the context of tightening competitive grant funding and a stable internal funding envelope for research activity. The major driver of the increase in revenue is our collaborative research activity. This is research with industry and government partners and over the 2013-2017 period, income from these sources has grown 20% year on year and now represents 60% of the University's income mix up from 45% in 2013.

### EXCELLENCE AND IMPACT

During 2018, the University completed both the Excellence in Research Australia (ERA) 2018 submission and the first full Engagement and Impact Assessment (EIA).

The development of the ERA 2018 submission was an excellent example of inter-unit collaboration with guidance provided by all Schools and Institutes, supported by ITDS, Library Services and REDI. Over 90 researchers across eight cluster groups were involved and demonstrated outstanding collegiality in their approach.

Key submission data:

- 60 4-digit Fields of Research (FoR) assessed (up from 55 in ERA 2015), consisting of:
  - 30 Citation disciplines and 30 Peer Review disciplines
  - 7 new fields that were not assessed in ERA 2015
  - 2 fields assessed in ERA 2015 will not be assessed in ERA 2018
- 20 of 22 2-digit FoR codes (no change from ERA 2015)
- 13,178 research outputs (2011-2016) a growth of 23% on ERA 2015
- Research income of $85,542,606 (2014-2016) a growth of 39.6% on ERA 2015
- 1,016.5 FTE, (1,464 headcount) a growth of 23% on ERA 2015.

A full Research Engagement and Impact Assessment was carried out in 2018. This assessment comprised 21 engagement narratives and 23 impact case studies, with outcomes of the assessment to be released mid-2019. The case studies covered 20 of the 22 2-digit field of research (FoR) codes, with FoR 11 Medical and Health Sciences split into 2 submissions to cater for the breadth of the field, plus a multidisciplinary case study and an Aboriginal and Torres Strait Islander research impact case study. Western Sydney University did not make the volume threshold for FoR 04 Earth Sciences and FoR 10 Technology.

The case studies were co-developed between the research group and REDI, with writing support provided by external consultants. Each of the case studies was submitted to multiple reviews from an Impact Evaluation Panel.

The material captured for these case studies was utilised to create the first edition of the Future Makers magazine, with over 1500 copies being distributed to industry and government partners, politicians and funders.

### COMPETITIVE FUNDING AND INDUSTRY PARTNERSHIPS

Western Sydney University has attracted over $10 million in new ARC and NHMRC grants commencing in 2019. REDI, through the Grant Development Support Strategy, has been working to improve the success rates of the University's researchers in the intensely competitive ARC and NH&MRC funding rounds. While there is still a need for improvement across many schemes, the 29% success rate achieved for the important ARC Discovery Project scheme is a significant improvement on the 18.6% achieved in 2017, and is well above the sector average of 22%.

Announced in April 2018, Western Sydney University is a key partner of the Digital Health CRC with the University's Associate Professor Federico Girosi named as Chief Scientist and Director of Research of the Centre, and Professor Athula Ginige named as research theme co-leader. Participants include 40 commercial and government organisations operating across the health, aged care and disability sectors, 24 established and start-up technology, advisory and investment companies, and 16 Australian universities.

A major bids team has been established in REDI led by the Associate Director REDI and combining members of the REDI Business and REDI Grants teams. They have worked on 14 bids in 2018 with 1 successful and 6 still under consideration with announcements expected in 2019.

To assist in facilitating industry partnerships and enabling our researchers to understand how to best engage with industry, REDI held an Industry Masterclass in July 2018, with 40 attendees from across Western Schools and Institutes; as well as eight industry partners from:

- KPMG
- Create NSW
- IBM
- Landcom
- GE Healthcare

and representatives from two industry growth centres

- AustCyber
- METS Ignited

This Masterclass has led to follow-up meetings between industry partners, Schools and Institutes, with Landcom signing as a partner for the Housing Affordability CoE.

An MoU was also signed with the Indian Council of Agricultural Research (ICAR) university members (5 universities), and ICICI Foundation and Ministry of Rural Development under which, through a joint program including an 18 months' scholarship, the University will support 27 PhD students in 2019 and 20 in 2020.

## RESEARCH INSTITUTES

The University's Research Institutes report through the Division of Research and Innovation. The Institutes provide a flexible interdisciplinary connection between Schools and scaffold a range of research based interactions.

The Research and Innovation Plan 2018-2020 signalled the role of the Institutes to guide the co-development of a research mentoring program, a research-focused on-boarding experience for new staff and to disseminate grant development expertise. This built on and extended the School/Institute practices increasing collaboration.

In 2018, each of the Research Institutes developed a Research and Operational Plan that formed part of the University's Research and Innovation Plan 2018-2020:

### HAWKESBURY INSTITUTE FOR THE ENVIRONMENT (HIE)

Strategic Goals:
- → Increase and diversify the Institute's external research income.
- → Increase the number of fields of research at the University operating above or well above world standard.
- → Increase the number and concentration of national and international research collaborations and ensure the Institute's research has impact.
- → Increase the number of high quality HDR students to the Institute's areas of research strength. Increase the depth and breadth of linkages with other academic units within the University.

### INSTITUTE FOR CULTURE AND SOCIETY (ICS)

Strategic Goals:
- → Continue to drive a world class innovative intellectual agenda in socio-cultural research on topics of relevance to our immediate region as well as nationally and globally.
- → Expand our focus on and engagement with industry, capturing more effectively our current and potential research partners' interests and agendas, including industry, government, businesses, NGOs, community organisations.
- → Consolidate our HDR Program by promoting more actively our research strengths within established local, national and international networks.

### MARCS INSTITUTE FOR BRAIN, BEHAVIOUR AND DEVELOPMENT

Strategic Goals:
- → Plan and conduct rigorous, innovative, cutting-edge, scientific research with definable impact that advances basic knowledge. Train skilled and creative researchers.
- → Foster an atmosphere of excellence, integrity and responsibility in research.
- → Share and translate knowledge, engage communities and conduct a dialogue with research peers.
- → Achieve a positive and demonstrable impact in improving health, education and technology in local and global communities.

### NICM HEALTH RESEARCH INSTITUTE

Strategic Goals:
- → Best practice integrative healthcare approaches in alignment with World Health Organisation principles.
- → Providing greater emphasis on translation and impact of research outcomes.
- → Building stronger collaborations and partnerships with several key partner hospitals, clinical networks and research hubs.
- → Advancing NICM as a thought leader in integrative healthcare research, facilitating enhanced self-care and disease prevention.
- → Developing capabilities in Indigenous medicine and medicinal cannabis.
- → Implementing high quality education and professional development programs in collaboration with our Schools, including GP and allied health practitioner education in IM, industry regulation training, short courses and seminars.
- → Enhancing NICM's sustainability through long-term funding partnerships, and continue building on our diverse income streams in philanthropy, commercial and research partnerships, government co-investment and competitive grants.

### TRANSLATIONAL HEALTH RESEARCH INSTITUTE (THRI)

Strategic Goals:
- → Build on and formalise current collaborations between the health system and Western to ensure health challenges are understood, research is relevant and new knowledge is applied where it is needed.
- → Develop researcher skills in implementation and translation, including stakeholder engagement and project management.
- → Develop a cogent research narrative and community profile to define our role in the health and wellbeing industry and to ensure our reputation matches our research quality.

# Senior Deputy Vice-Chancellor

## ABORIGINAL AND TORRES STRAIT ISLANDER LEADERSHIP

The number of Aboriginal and Torres Strait Islander staff members employed at the University is 62 as at 4 December, 2018. Of these, 3% hold senior staff positions, 21% are academic staff and 79% are professional staff. Higher degree students, including PhD and Masters students, continue to be targeted for transition into Early Career Academic roles where available. The 2014 Academic and Professional Staff Agreement objective of employing sixty-two Aboriginal and Torres Strait Islander employees has been met.

The annual Aboriginal and Torres Strait Islander Staff Conference was held at the Parramatta campus and included Aboriginal and Torres Strait Islander staff across Divisions, Schools and Institutes. Staff participated in the discussion on Western Sydney University strategy, policy development, mentoring and the next steps in agreeing activities for 2019 and beyond. The University's Elders on Campus also joined the conference to conduct team mentoring exercises.

Over the course of the year, coaching and mentoring services were accessed by nine Aboriginal and Torres Strait Islander staff. Of these, eight requested support to develop professional CVs and summary biographies. These services are also made available to Aboriginal and Torres Strait Islander students transitioning to employment. Two Vice-Chancellor's Professional Development Scholarships were awarded in 2018.

During 2017, a number of policies were created or revised to meet the University's aspirations for cultural competency and Aboriginal and Torres Strait Islander education and employment. The Aboriginal and Torres Strait Islander Peoples Cultural Protocols in the Workplace; the Aboriginal and Torres Strait Islander Peoples Education policy; and the Aboriginal and Torres Strait Islander Peoples Employment policy were implemented in 2018. These new and revised policies continue to be benchmarked against those of other universities, the activities of Universities Australia, government initiatives, and measures adopted in other large organisations.

### ABORIGINAL AND TORRES STRAIT ISLANDER EMPLOYMENT AND ENGAGEMENT

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

The University recognises the importance of the Aboriginal and Torres Strait Islander communities in Greater Western Sydney and beyond and continues its efforts to increase their representation and participation in education, research and employment.

The Western Sydney University Aboriginal and Torres Strait Islander Employment and Engagement Advisory Board, which includes 22 Elders on Campus, supports the advancement of Aboriginal and Torres Strait Islander people in employment, engagement and other University-related activities. Since the 2017 Vice-Chancellor's report to the Board of Trustees, the Aboriginal and Torres Strait Islander Elders on Campus have engaged in 85 'Welcome to Country' addresses and numerous other celebratory and ceremonial activities across Schools, Institutes, Divisions and affiliated organisations during 2018.

The 2018 National Aboriginal and Islander Day Observance Committee (NAIDOC) theme was "Because of her, we can". As part of NAIDOC Week celebrations at the University, all staff and students were invited to take part in the annual NAIDOC Week Quiz. The quiz attracted nine eligible entries, with both staff and students winning prizes.

The second series of the acclaimed photographic exhibition *Too Dark to See* was completed and installed in the Ngara Ngura building (Liverpool City campus). This exhibition continues the journey of Too *Dark to See* by commemorating the lives and contribution of Aboriginal and Torres Strait Islander Defence personnel.

In July 2018, the annual Aboriginal and Torres Strait Islander Staff Network Conference was held at Parramatta. Invitations went out to all identified Aboriginal and Torres Strait Islander employees in the staff network.

A total of 40 staff attended the conference on Day 1 and a further 30 staff attended on Day 2. Western Sydney University Elders on Campus participated in the two-day conference that engaged participants in strategic discussion and planning focused on portfolio achievements, commitments and priorities; MyVoice Survey results and next steps; and professional development, leadership and career planning.

In collaboration with the Elders On Campus, the Office of the PVC Aboriginal and Torres Strait Islander Leadership and the Office of Aboriginal and Torres Strait Islander Employment and Engagement OATSIEE, Western Sydney University opened the 'Aunty Mae Foyer' on the ground floor of Western Sydney University's Ngara Ngura building in Liverpool CBD. The naming of the foyer in November 2018 recognised the contribution to education of Aunty Mae (Mavis) Robinson, a descendant of the Yuin and Kamilaroi people and long-time resident of Western Sydney.

### BADANAMI CENTRE

The number of Aboriginal and Torres Strait Islander students at the University has been increasing steadily since 2012. In 2018, there were more than 733 students who identified as being of Aboriginal and/or Torres Strait Islander descent, an increase of 10% from 2017. Of these, 17 are currently Higher Degree Research (HDR) scholars and another 41 are enrolled in Master Degrees by Coursework, of which 22 are enrolled in Master of Teaching programs.

The Badanami Centre continues to provide programs, services and facilities to encourage and support the involvement of Aboriginal and Torres Strait Islander Peoples in all aspects of tertiary education. Badanami operates on most Western Sydney University campuses.

Badanami continues to administer the government funded Tutoring for Success (TFS) program – a program that facilitates successful subject and course completion. The TFS program assisted more than 288 Aboriginal and Torres Strait Islander students with tuition support during 2018.

# INTERNATIONAL

In 2018, Western Sydney International expanded the University's international reach and reputation through institutional partnerships, increased global student mobility, and greater offshore recruitment teams and scholarships.

## INTERNATIONAL STUDENT EXPERIENCE

International established the Vice-Chancellor's International Student Advisory Committee in 2018, with international student members from diverse countries and programs.

The Committee met three times to advance international students' interests and experiences. With the Vice-Chancellor as Chair, student members represent peers and ensure the Executive is informed and responsive to relevant issues.

The *Ready for Western* game piloted, helping international students to acclimate. Over 1,000 undertook 42 online and on-campus challenges over six weeks in Autumn and Spring sessions.

Students completed on average 15 challenges, and 88% were confident in navigating around campus as a result. 89% knew what to expect in class, and 84% knew about University programs and services. *Ready for Western* will again run in Autumn 2019.

### INTERNATIONAL STUDENT BAROMETER 2018

The University participates in the i-Graduate International Student Barometer (ISB) survey every even year. In 2018, 144 universities in 17 countries participated. The ISB benchmarks international student experience factors, including arrival, learning, and support.

The overall satisfaction rate increased (88%–91%, 2016–2018), and average satisfaction rose (83.6%–86.9%, 2016–2018).

### INTERCHANGE 2018

The University partnered with StudyNSW and seven universities to lead international students through a month-long intensive innovation and design thinking process. Over 250 students participated in Interchange 2018, including 45 from the University.

Interchange challenges teams to solve 'real-world' problems and develop critical skills, including innovation and leadership. Interchange also develops student creativity, resilience, and agility.

## INTERNATIONAL PARTNERSHIPS

The University's international standing grew, with partnerships across multiple continents and regions in both Northern and Southern hemispheres. The Vice-Chancellor travelled to China, Fiji, India, Indonesia, Japan, Nepal, and Taiwan to advance the University's profile and build partnerships.

The University signed 143 agreements, including 103 new agreements with 89 new partners. At end-2018, it had over 300 agreements including articulations, licensing arrangements, research dual degrees, and staff exchanges.

School-appointed Associate Deans, International (ADIs) represent the University where each has established regional networks and cultural competency. ADIs travel at least twice annually to promote the University, build research links, establish articulation pathways, and support student recruitment.

In 2018, the ten Greater China ADIs supported international recruitment and partnerships in China, Hong Kong, Macau, and Taiwan, delivering 14 articulation commencements. The University also appointed ADIs from five Schools to support partnership and recruitment activity in South Asia.

International Partnerships facilitated 39 delegations from Argentina, Bangladesh, Brazil, China, Denmark, India, Sri Lanka, Malaysia, Taiwan, Vietnam, and the United Kingdom.

Short Programs expanded, delivering 18 bespoke programs to over 380 academics, government officials, and students from partners in Bangladesh, China, India, Indonesia, and Taiwan.

## STUDENT MOBILITY AND EXCHANGE

### GOVERNMENT AND BILATERAL PROGRAMS

In 2018, the University received $651,200 in New Colombo Plan (NCP) Mobility Program funding to support 176 students to participate in 16 mobility projects across the Indo-Pacific in 2019.

The University will receive $792,066 in 2019 for multi-year projects' awarded in previous rounds, totalling $1,443,266 in NCP funding.

In 2018, the University disbursed $2.5 million in 402 Australian Government's Overseas Higher Education Loan Program loans— 10% more than 2017—helping University students to fund international opportunities.

International again secured funding in the 2018–2020 Erasmus+ tranche, supporting teaching, research, and study at the University and with European partners.

The University has also received new grants to support mobility to and from France, Germany, the Netherlands, and Portugal.

### MOBILITY FUNDING

The University receives private donations to support student mobility. In 2018, Ms. Josephine Lam's continued philanthropy enabled 20 students to participate in the Bridging Cultures Scholarship Program.

The Lapérouse Education Fund donated $10,000 to support two students in 2018 for a research/internship exchange with the University of Nice Sophia Antipolis and Thales Nice. A personal donation from the Fund President will help to support two more students in 2019.

# Senior Deputy Vice-Chancellor

### INTERNATIONAL STUDENT RECRUITMENT

By December 2018, international commencing enrolments had increased 14.5% compared with the end of 2017.

2018 growth initiatives include Studylink Connect which was successful in reducing application turnaround, more scholarships, increased digital marketing, and a South Asia offshore team for the University's largest market.

To support student recruitment in China, International launched a University website in Mandarin in July during a six-city agent workshop roadshow.

International worked closely with Western Sydney University International College (WSUIC) and Sydney City Campus in 2018, sharing exhibition booths at major agent events in China, Kenya, Nigeria, South East Asia, and Vietnam; and jointly hosting product and compliance training in Bangladesh, Cambodia, China, India, Indonesia, Nepal, Sri Lanka, and Vietnam.

In 2018, Sydney City Campus staff taught undergraduate and postgraduate business, communications, engineering, health science, information technology, and social science courses to 408 commencing international students.

WSUIC enrolled 418 international students across seven programs. Around 280 enrolments are expected to articulate to the University in 2019.

#### INTERNATIONAL STUDENT SCHOLARSHIPS

In 2018, International assessed all international applicants for scholarship eligibility and included scholarship details with each eligible offer. New scholarships included multi-year and one-off payments toward tuition, and the expanded Vice-Chancellor's Academic Excellence International Student Scholarships awarded 67 in 2018 (10 in 2017).

In 2018, 581 international applicants accepted 168 undergraduate and 413 postgraduate scholarships. Undergraduate recipients were from 24 countries, while postgraduates were from 44 countries.

### INTERNATIONAL ADMISSIONS

In 2018, International Admissions achieved an industry benchmark achieving three-day application turnaround, and 24 hours for acceptance processing.

University Admissions Centre (UAC) international applicant data was integrated with Studylink in December 2018, enabling this system to generate international offer letters in integration stage one. The second stage provides automated international offers to UAC students at integration, to complete in March 2019.

#### COMPLIANCE

The University's Risk Index has significantly improved in the four years since implementing a Genuine Temporary Entrant (GTE) screening process.

In 2018, International delivered GTE training to agents in Delhi, Dhaka, Hanoi, Ho Chi Minh City, Hyderabad, Jakarta, Kathmandu, Manila, and Phnom Penh, and training in Colombo to representatives from Pakistan and Sri Lanka.

### WESTERN SYDNEY UNIVERSITY INTERNATIONAL COLLEGE

Western Sydney University International College (WSUIC) is a joint venture with Navitas, an educational service provider in the international market. WSUIC provides international students with pathway courses to access Western Sydney University's degree programs.

WSUIC improved its financial performance in 2018 compared to 2017 on November 2018 figures with a significant growth in the number of commencing students: 418 in 2018 compared to 357 in 2017. Planning in 2019 focuses on market diversification and agent management to improve recruitment outcomes and address student load shortfalls. Year to date revenues (as at February 2019) are strong, and compare favourably with the same time last year. WSUIC expects to make its first profit by financial year end.

Improving student retention and progression rates reinforced strong results in the commencing student intake. WSUIC's combined pass rates across both Foundation and Diploma programs exceeded 80% for the 2018 calendar year. The mean pass rate for Foundation Studies students was 92%, while the mean pass rate for Diploma programs was 80%.

WSUIC was registered as a Higher Education Provider in December 2017. WSUIC's Fast Track and Standard Diploma programs in Business and Information and Communications Technology were accredited by TEQSA in 2018. Subject to accreditation, these diploma programs will be supplemented with new programs in engineering and arts in late 2019.

## CENTRE FOR WESTERN SYDNEY

The Centre for Western Sydney generates high quality, independent research on the condition of Western Sydney as Australia's largest site of urban and population growth.

The Centre's major 2018 activity was a collaboration with WSROC (Western Sydney Regional Organisation of Councils) on the Turn Down the Heat Initiative. The release of WSROC's Turn Down the Heat report was the product of close consultation with a number of stakeholders, often facilitated by the Centre through in-kind resources. The launch of the report was held at the Peter Shergold building.

Coordinated with WSROC's report launch, the Centre created a website showcasing the University's research on urban heat mitigation: https://www.westernsydney.edu.au/cws/UrbanHeat. The Centre worked closely with a number of Western researchers to summarise their research findings and produce work aimed at a lay audience, forming the content of the site. This Urban Heat material forms part of the Centre's Policy Briefing series. The series translates Western's policy-relevant research into short, impactful briefs that target policy practitioners and community members. An expansion of this series alongside increased staffing resources is planned for 2019.

Liverpool
City Campus

# Senior Deputy Vice-Chancellor

The Centre's partnership with Australia's leading data provider dot id: The Population Experts (http://home.id.com.au/) expanded in 2018, with the Centre assisting the University in the procurement of new population forecasting data to model future student demand. The Centre for Western Sydney's .id website continues to be a crucial source of reliable information on the Western Sydney region.

The Centre's Jobs Slide report is the leading public report on the connection between transport infrastructure and the Western Sydney jobs. Throughout 2018 the Centre has worked closely with .id to produce Jobs Slide 2.0, an update to the original report that explores the nature of recent jobs growth in Western Sydney and the sustainability of that growth. Jobs Slide 2.0 will be released in 2019.

The Director of the Centre, Professor Phillip O'Neill, accepted the role of Provost, Bankstown City Campus. Professor O'Neill has led the development of engagement activities focused on integrating the University with the social and economic development of the Canterbury-Bankstown local government area. These activities will be supported with new staffing resources in 2019.

The Centre's Director, Professor Phillip O'Neill continues to be prominent in traditional and social media channels alongside maintaining teaching commitments and ongoing Australian Research Council research grants.

## ENGAGEMENT

The University's Engagement unit supports staff across the University in a variety of community engagement activities, including convening and advising the Institute and School Directors of Engagement through quarterly forums.

In 2018 a total of 596 academic partnerships and 847 community contribution activities were recorded in the Tracking and Improving Community Engagement (TICE) database.

### COMMUNITY PARTNERS

Two Food 4 Thought seminars were held on campus, providing an opportunity for University staff, students and the wider community to discuss topical issues. Themes included SafeUSe: Steroids Issues in Bulk and Community-Engaged Teaching and Learning.

Three Community fellows were conferred in 2018. The recipients were Chief Inspector Robert Fitzgerald, Bashar Hanna and Aunty Rita Jean Wright.

The University continued its sponsorship of the Western Sydney Community Forum ZEST Awards, which celebrate the achievements of the community sector in Greater Western Sydney. Over 500 people attended the awards ceremony. The Chancellor is a ZEST Award ambassador and champions the 'Unsung Heroes Award' category. This year's recipient of the 'Unsung Heroes Award' was Amy Briggs, from the School of Education, for her extensive volunteering efforts through the University's Reading Ambassador's Program.

With the University hosting a diverse student and staff cohort, a 'Walk for Harmony' event was organised, in conjunction with the Ismaili Council and the Parramatta Community Migrant Resource Centre, on the Parramatta South campus. The event was held on 7 April 2018, and over 300 members of the Western Sydney community were in attendance.

### ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY PARTNERS

In July, the annual Aboriginal and Torres Strait Islander staff conference was held at Parramatta and included Aboriginal and Torres Strait Islander staff across Divisions, Schools and Institutes. Staff provided reports from their respective areas, shared best-practice approaches to student and community engagement, and undertook extensive DiSC Workplace profiling.

The Aunty Mae Foyer naming ceremony was held on 8 November at the new Ngara Ngura Liverpool City campus. Over 100 people were in attendance to celebrate Aunty Mae's achievements and longstanding commitment to advancing education opportunities for Aboriginal and Torres Strait Islander Peoples. Guests included Aunty Mae's family and friends; representatives from local Aboriginal and Torres Strait Islander organisations such as the Gandangara Local Aboriginal Land Council; local government representatives; the University's Senior Executive including the Chancellor, Vice-Chancellor and Senior Deputy Vice-Chancellor; as well as University staff and students.

# LAUNCH PAD

Launch Pad is Western Sydney University's start-up and scale-up incubator for technology-based businesses.

### ACCELERATOR

Launch Pad's Startup SydWest program delivered over 200 one-on-one mentoring sessions to over thirty businesses in 2018, in addition to hosting more than 30 workshops.

Launch Pad's accelerator activities expanded in 2018 in both audience and delivery. Ten student startups were supported, with around 300 students engaged in Launch Pad through workshops and other activities. An online delivery mode for the accelerator program has been developed to improve integration with the University's programs.

It is estimated that Launch Pad contributed to the creation of over 250 new jobs in 2018.

### FACILITIES

In addition to its premises at Werrington Park Corporate Centre, Launch Pad activated a facility at 100 George St, Parramatta, where it now works with 15 companies and their 40 employees. Launch Pad became a member of the Oran Park Smart Work Hub, granting the University a foothold in Australia's fastest growing LGA, Camden.

Launch Pad continues to assist the University in its development plans for the Bankstown CBD and Hassall St campuses.

### PARTNERS

Private and public sector funding has been crucial to Launch Pad's success. Launch Pad continues to be self-funded. In 2018 it secured $1m in funding from federal and state governments: $500,000 from the NSW Department of Industry under the Boosting Business Innovation program and $500,000 from the Australian Government's National innovation and Science Agenda Incubator Support Initiative. Launchpad is also supported by LandCom, with $100,000 a year, and has been instrumental in developing a University-wide strategic partnership with NAB.

### RESEARCH

Launchpad has taken the lead in expanding Western Sydney's Industry 4.0 capability. It has eight projects underway focused on Western Sydney manufacturing businesses, and is working with the NSW Department of Industry to build knowledge exchange networks between manufacturers in India and NSW in collaboration with the University's Institute for Culture and Society.

Launch Pad continues to collaborate with the MARCS Institute for Brain, Behaviour and Development to support the Institute's BabyLab, exploring commercialisation models for their technologies and research expertise.

### EDUCATION

Launch Pad's contribution to innovative teaching in entrepreneurship increased in 2018. In addition to the six units it delivers in the Bachelor of Entrepreneurship (Gaming and Simulation), Launch Pad supported the development of Innovation learning pods for the Twenty-First Century Curriculum initiative. These pods are used by the School of Business and the Library.

# Deputy Vice-Chancellor and Vice-President (Academic)

The Deputy Vice-Chancellor and Vice-President (Academic) leads the development and implementation of Western Sydney University's strategic initiatives in teaching and learning. Units in the Division contribute to the delivery of high quality learning experiences and programs that produce graduates who are highly regarded by employers. Activities led by the Division play a central role in determining the size, shape and quality of the University's curriculum.

The Division **enhances student learning** through:

- ensuring the quality of degree programs and teaching;
- building a culture of innovation in curriculum design;
- providing quality contemporary learning experiences through the use of digital technologies; and
- delivering high quality services to support teaching, learning, and research.

The Division of Academic consists of seven units:

- The Academy;
- Digital Futures;
- Learning Transformations;
- The Library;
- Quality and Performance;
- Technical Support Services;
- The Whitlam Institute.

The Deputy Vice-Chancellor and Vice-President (Academic) has oversight of Western Sydney University The College and Sydney City Campus.

Highlights of 2018 include:

- In May, the University hosted the 2018 **Cross-Strait and Australia Higher Education Forum** at the the Peter Shergold building. Thirteen institutions from Australia, the Republic of China, Hong Kong, and the People's Republic of China participated. Seminars were held on the topics of innovative curriculum design and the future of work. The Forum allowed for high level dialogue between the various institutions, and set the groundwork for future collaboration.
- In November 2018, the Deputy Vice-Chancellor and Vice-President (Academic) led an **Academic Experience and Development Study Tour** to **Taiwan**. The Pro Vice-Chancellor (Global Development) and nine academics from the Schools visited seven universities. The study tour continued to strengthen institutional relationships with universities and other partners in Taiwan in five key areas: academic partnerships; student exchanges; joint degrees; internships and placements; and New Columbo Plan collaborations.
- The Deputy Vice-Chancellor and Vice-President's (Academic) office supported Schools on three **strategic collaboration projects:** University of New South Wales – Western Sydney University Joint Engineering Program; the University of Canberra Joint Degree Programs; and the Joint Medical Program with Charles Sturt University.
- In December 2018, the University was awarded re-registration as a University by the Tertiary Education Quality and Standards Agency (TEQSA). The application for re-registration was led by The Deputy Vice-Chancellor and Vice-President's (Academic) office, supported by the Office of Quality and Performance.
- The Division successfully implemented new functions and services through the **Shared Services initiative**. These include: the Office of Technical Support Services, the Placements Hub, Accreditations Services, Educational Support Services, and Technology Enhanced Learning support in the Digital Futures Team.
- The **21st Century Curriculum (21C) Project** entered a new phase, focused on delivering flagship curriculum projects. Specific achievements are described under the Learning Transformations section of this Report.

## THE ACADEMY

The Academy is Western Sydney University's program for high-achieving students. The Academy's objective is to attract and empower students to be successful leaders and citizen scholars through the three pillars of: Academic Excellence, Professional and Personal Development, and Community Engagement. The Academy provides tailored workshops and mentoring programs, transformative international learning experiences, and community engagement and service learning opportunities through the Academy's Citizen Scholar Program.

Highlights of 2018 included:

- Western Sydney University was the only Australian University selected to participate in the **Millennium Fellowship Program**. The Millennium Fellowship Program is a partnership of the United Nations Academic Impact and the Millennium Campus Network to enact the UN Sustainable Development Goals (SDGs) on campuses. Of the 15 Western students selected to be Millennium Fellows, 14 were Academy students.
- The Academy awarded 213 **Access Awards to school students**. This award program recognises and supports exceptional high-school students from Greater Western Sydney.
- The Academy created opportunities for 85 University students to participate in **international educational experiences**, including the Democracy and Citizenship Program at Stellenbosch University, South Africa; the i-Night Market project at Feng Chia University, Taiwan; the University Scholars Leadership Symposium at the United Nations in Bangkok, Thailand; and a New Colombo Plan (NCP) funded India immersion trip to Lucknow.

## DIGITAL FUTURES

The Office of Digital Futures (DFT) assists staff in the Schools to design and utilise high quality digital learning materials. The approach taken by the DFT emphasises the contribution of learning science, user-centred design and innovation to enhance quality student learning.

In 2018, DFT:
- → Expanded the University's partnership with Online Education Services to deliver **WSU Online**. In 2018, load across nine degree programs was 500 EFTSL.
- → Successfully launched three **Western One Stop Video-Capture Studios** at Nirimba, Kingswood, and Parramatta South campuses. These user-friendly studios allow staff to create their own multimedia resources.
- → Received two national **Blackboard Catalyst Awards**. Digital Futures received an award in the Leading Change category for the implementation of a 'University-wide template that is applied to sites to increase consistency of the student experience and align to quality standards.' Digital Futures and the School of Nursing and Midwifery received an award in the Student Success category for the design of 'a suite of flexible literacy resources targeting the development of language skills critical for academic success.'
- → Evaluated the implementation of **flipped learning** in contemporary learning spaces at the Peter Shergold building and the Ngara Ngura building and the Ngara Ngura building (Liverpool City campus).
- → Sponsored **pilot projects** that evaluated emerging technologies, assessing their contribution to student learning and providing evidence-based decision-making about new materials development.
- → Implemented the first stage of the **learning analytics** project that provides data about key indicators of student success.
- → Developed and reviewed **adaptive learning** pilots that provide real-time support by personalising content to the needs of the individual student.
- → Implemented the **Shared Services model** to provide consistent, efficient, and innovative support for digital learning and teaching.

### KEY STATISTICS

In 2018, Digital Futures:
- → Converted 516 vUWS (the University's e-learning system) units to the University-wide template;
- → Resolved 1657 vUWS support jobs;
- → Enabled 520 Western One Stop recordings;
- → Responded to 577 Rich Media Core Business Requests;
- → 3316 users accessed the vUWS support site, including 1930 new users; and
- → 444 users accessed the TEL website, including 212 new users;

## THE UNIVERSITY LIBRARY

The Library is responsible for providing access to scholarly information and resources; working with academic and professional staff in the integration of these resources in University curricula; and providing targeted, just-in-time information and academic literacy services.

The Library is highly regarded in the sector for its innovative approach to service delivery, organisational dexterity and expertise in providing high quality scholarly resources.

In 2018, the Library:
- → Attained an overall score of 83.7% in the **Insync National Library Client and Staff Satisfaction Survey**, representing an increase of 2% from the 2016 survey. The Library was the top performer across the 36 Australian and New Zealand tertiary participant libraries. Results of the Insync Library Staff Satisfaction survey conducted in October placed the Library as the top performer, setting a new benchmark high.
- → Opened a library at the new **Ngara Ngura building (Liverpool City campus)** in January. This library has a core collection of 20,000 print items, with dedicated silent study areas complemented by small group activity areas.
- → Continued to deliver the **free digital textbook initiative**. Students enrolled in Level 1 units downloaded over 6 million pages/chapters from 224 digital textbook titles.
- → Reorganised professional library staff into cluster teams to **broaden scholarly support** to students and staff. Capitalising on synergies between librarians supporting different schools, the clusters ensure wider and deeper understanding of the expanding interdisciplinary nature of teaching which now exists.
- → Provided multi-campus training on publishing and impact assessment for grant applications in support of **Research Engagement, Development & Innovation (REDI)**. The Excellence in Research Australia submission included over 13,000 publications across 60 Field of Research codes, reflecting the strong relationship between REDI and the Library in support of the University's Research agenda.
- → Worked with the Student Campus Councils to provide a range of initiatives to improve **student wellbeing** at key times of stress in the academic year.

### KEY STATISTICS

In 2018, Western Sydney University Library:
- → Hosted 1.5 million visits to eight physical libraries;
- → Responded to 167,000 student enquiries;
- → Facilitated over 9.2 million full text digital downloads;
- → Transacted 288,000 physical book loan/renewals to students;
- → Provided 26,000 individual academic and information literacy support consultations;
- → Added 40,000 books to the collection (electronic and print);
- → Added 4,200 research publication records to ResearchDirect; and
- → Fulfilled 4,000 document delivery requests.

# Deputy Vice-Chancellor and Vice-President (Academic)

## LEARNING TRANSFORMATIONS

The Office of Learning Transformations delivers institutional support to develop innovative curriculum through course redesign and new course development. The Office connects with students and external partners for curriculum development and partnership pedagogies. Staff of the Office of Learning Transformations staff provide Professional Development activities focused on enhancing teaching and improving student learning for University teachers.

The Office of Learning Transformations advises and supports staff of Schools in relation to strategic University education initiatives including: transition and retention curriculum, education for academic integrity, and the appropriate use of evidence for teaching and curriculum quality.

Learning Transformations comprises: Learning Transformations, Sustainable Futures, Mathematics Education Support Hub (MESH), and Placements Hub.

In 2018, the Office of Learning Transformations:

- Led the transformation of the University's undergraduate and postgraduate curricula through the University-wide **21C Project**.
- Facilitated a **review of existing degree structures** and developed proposals for simplified curriculum structures.
- Hosted four public **Future of Work Curriculum Disruption forums**. 500 staff and students, 100 external partners engaged with the forums.
- Introduced **Curriculum Maker Spaces** for staff and students. Teams of staff, students and external partners created 60 new curriculum builds including: curiosity pods, accelerator units and advantage sub-majors; new streamlined course approval and review processes; and the implementation of the replacement student and course management systems.
- Established the **Placements Hub** as a centralised service to manage student placements including student compliance, placement agreements and support of the InPlace system management and training.
- Developed the **Global Sustainability sub-major** recognised by the United Nations University – Institute for Advanced Study of Sustainability Regional Centres of Expertise network. Sustainable Futures hosted delegates from 18 countries at the '11th International Asia Pacific Regional Centre of Expertise Meeting and Symposium – Mainstreaming the SDGs: Education and Impact.'
- Forged a new partnership with the **UK's Advance Higher Education**. Teaching staff were able to gain a credential in teaching excellence at levels ranging from Associate to Principal Fellow. The 56 applicants were supported with new resources and peer review processes.
- Continued to expand the provision of resources and experiences designed to develop the **professional knowledge and skills** of teaching staff. This included sessional staff development opportunities, a comprehensive guide on flipped classrooms, resources to support the ePortfolio pilot, and new online professional development modules for teaching staff.
- Supported 20 applicants for the **Vice Chancellor's Teaching Awards** and seven applicants for the **Australian Awards for University Teaching**.
- Led the University's **Load Retention and Progression Taskforce**. The Taskforce concluded a preliminary investigation of the causal factors associated with retention and on the development of University-wide 'at-risk' analytics systems to enhance engagement with effective retention support. Targeted transition curriculum interventions were introduced.
- Coordinated the development and implementation of the Academic Senate's **Education for Academic Integrity Strategy**. The Strategy implementation included the launch of the Student Honour Code and Academic Integrity Module; the inaugural Academic Integrity Week; and embedded student peer support in the Peer Assisted Study Sessions (PASS) and Lead, Engage, Aspire, Develop (LEAD) programs.
- Provided leadership for the University's **academic policy development**, progressing amendments for 15 policies and associated procedures following formal review and consultation.

## QUALITY AND PERFORMANCE

The Office of Quality and Performance (OQP) manages the business intelligence data of the University, student load projections and reporting, and provides data reporting on the implementation of the University's strategic goals and objectives. This is done through: tracking key performance indicators across the University, reporting on strategic initiatives, and supporting Schools in quality review and reporting.

The Office of Quality and Performance ensures the University's quality management processes comply with external requirements established by Tertiary Education Quality and Standards Agency (TEQSA), the Higher Education Standards Framework, and the Education Services for Overseas Students Act.

In 2018, the Office of Quality and Performance:

- Monitored and managed the University's **renewal of registration** with TEQSA. The University achieved re-registration in December 2018.
- Implemented the new **Education and Program Support** and **Professional Accreditation** service functions.
- Managed data collection for **Quality Indicators for Learning and Teaching**. Results of the undergraduate Student Experience Survey showed improved ratings for the overall quality of education experience, learner engagement, skills development and student support. Employer Satisfaction Survey results rated the University graduates first in New South Wales and second in Australia for overall employer satisfaction.
- **Supported internal reviews** of the School of Education and the School of Humanities and Communication Arts.
- **Managed the collection and analysis of data** for the Association of Commonwealth Universities Measures Survey on institutional profile, salaries, research management and gender.
- **Expanded the range of data** relating to student retention and progression.

- → Piloted the **Course Sustainability Indicators** measure of course performance.
- → Developed an expanded **suite of performance data**, dashboard indicators and reporting tools.

## TECHNICAL SUPPORT SERVICES

The Office of Technical Support Services was established in 2018 under the new centralised Shared Services model. The Office provides world class technical services to positively influence the student and academic experience in learning, teaching and research.

Technical Support Services is organised into five clusters staffed by technical specialists. These clusters provide services across all 10 campuses. They interact directly with Schools and Institutes, and support teaching and research across a wide range of disciplines.

The new centralised model has, for the first time in the University's history, given Technical Support Services the opportunity to unify business practices and make coordinated University wide changes and improvements to specialist technical support.

In 2018, Technical Support Services:

- → Undertook an unprecedented number of recruitment activities. Despite this challenge, the Office of Technical Support Services delivered its services effectively with positive feedback from stakeholders.
- → Established a strong focus on staff development with the development of a training dashboard and training maps, as well as launching a project on improving career planning for technical staff.
- → Hosted the TechNet forum day, attended by five NSW universities.
- → Launched the Technical Support Services Graduate Intern Program. The Program was presented at the national TechNet conference in November and generated interest from other universities. This unique program was highly commended in the Vice Chancellor's awards.

**KEY STATISTICS**

In 2018, the Office of Technical Support Services:

- → Supported 551 unique undergraduate and post-graduate unit instances – translating into effective support to 43,433 student unit enrolments; and
- → Provided technical support to 800 post-graduate students across Schools and Institutes.

## SYDNEY CITY CAMPUS

Sydney City Campus (SCC) is an educational partnership between Western Sydney University and the Sydney Institute of Business and Technology (SIBT), offering nine undergraduate and four postgraduate programs at 255 Elizabeth St, Sydney CBD, under the name 'Western Sydney University – Sydney City Campus'. This central location extends the domestic student catchment area and increases the international student load.

Highlights of 2018 include:

- → Since its establishment in 2016, the SCC has experienced **strong domestic and international demand**. In 2018, load across all degrees was 855.8 Equivalent Full-time Student Load (EFTSL) with a 50/50 split between international and domestic students. The SIBT pathway into SCC continues to grow, contributing 26% of SCC international commencements in 2018. The Bachelor of Business and Bachelor of Engineering (Honours) were the two most popular courses.
- → The SCC established a series of mentoring and engagement projects to enhance **social and academic support** for students.
- → The SCC achieved strong results on the **International Student Barometer** survey with *learning* and *support* satisfaction levels above the Australian and Global average scores.
- → The inaugural SCC **Festival of Teaching and Learning** brought together staff of the University and SCC for a day of workshops and seminars addressing and showcasing quality learning and teaching.

## YEAR IN REVIEW – SCHOOLS

**SCHOOL OF BUSINESS**

In October 2018, Professor Amir Mahmood joined Western Sydney University as the Dean of the School of Business. Professor Mahmood holds a Master's degree and a PhD in Economics from the University of Manitoba, Canada. Before joining Western Sydney University, he was the Pro Vice-Chancellor and Chief Executive Officer of the University of Newcastle (UON) in Singapore.

In early 2018, the School finalised an innovative joint degree program with the Stockbrokers and Financial Advisers of Australia. This online postgraduate program is a comprehensive response to the federal government's new regulatory framework that will govern the financial advising sector. The new program was recently accredited by the Financial Planning Education Council of Australia (FPEC), as an approved degree for financial advisers.

The School and the University's business incubator partnership Launch Pad, developed a Graduate Diploma and Graduate Certificate in Start Up Scale Up. These courses provide a unique opportunity for innovative students and small-to-medium sized enterprises to be exposed to the University's business and technology incubator environment. Students study new markets, digital technology, creativity and management capabilities, while developing material relevant to the creation of their new businesses or business innovations.

The School introduced a range of 21C Project initiatives to provide students with distinct learning opportunities including the redesigned postgraduate Master of Marketing. The course includes the unit, MarketingMe which comprises learning pods designed to teach industry specific skills.

In 2018, the School continued its focus on the scaffolding of career planning and work-integrated learning throughout coursework degrees. From 2018, all undergraduate students in the School of Business will complete subset of four compulsory professional units. In 2018, careers units were

# Deputy Vice-Chancellor and Vice-President (Academic)

supported by 166 industry guests and 103 industry organisations. In September 2018, the School hosted the inaugural Business Careers Conference. The Conference carried the theme '#BECAREERREADY,' and was attended by 150 students.

The School demonstrated its capacity for cross-disciplinary and applied research by hosting the Australia-Vietnam Capacity Building Forum for Women Entrepreneurs in Agrifood Business. The project is funded by the Australia-ASEAN Council and was organised by the University of Economics Ho Chi Minh City Western Sydney Joint Centre for Small and Medium Enterprises and Family Business Research. The Forum enabled participants to share challenges and harness innovations in international markets.

The School established an important MOU with the Chinese Academy of Social Sciences (CASS) to support increasing research linkages with China-based researchers. The CASS is the leading academic research centre of the People's Republic of China in the areas of philosophy and social science. The MOU agreement followed a successful introductory event hosted by the School, which included presentations in economics, finance, and supply chain management. This relationship is expected to lead to exciting new research collaborations with academics across China.

**SCHOOL OF COMPUTING, ENGINEERING AND MATHEMATICS**

In 2018, the University's Solar Car team, UNLIMITED 2.0, won the 2018 American Solar Challenge in the Single Occupant Vehicle (Challenger) class. UNLIMITED 2.0 became the first non-North American team to win this prestigious race. The team also won the Teamwork Award and scored the Fastest Lap in the Formula Sun Grand Prix 2018.

The School has started work on the Engineering Innovation Hub, which will be opened in the heart of Parramatta in 2021. The joint venture with UNSW was announced by the NSW Premier Gladys Berejiklian on 10 October 2018.

The Centre for Infrastructure Engineering (CIE) created three new laboratories: the Dynamics and Control Laboratory, Advanced Hydraulics Laboratory, and Pavement Engineering Laboratory. The Centre focuses on applied research with high economic and technical impact. Its recent work on advanced structural assessment and health monitoring with drones has attracted the attention of bridge owners and asset managers including Roads and Maritime Services of NSW.

The Centre for Smart Modern Construction (c4SMC), established in 2017, continued to develop. In 2018, 15 organisations signed up to the Centre as contributing collaborators. Overall funding for the Centre now exceeds $600,000 for a three-year period.

In December, the inaugural c4SMC inter-university roundtable brought together nine universities to discuss the future of construction in Australia.

The Digital Agribusiness Ecosystem platform, developed under the leadership of Professor Athula Ginige, underwent an extensive large-scale trial with farmers in India and South Africa.

A number of academics in the School were recognised for excellence teaching, research, and innovation. These included:

- Associate Professor Ana Hol – recognised as the 2018 ICT Educator of the Year and the 2018 South East Asia Computer Confederation Global ICT Educator of the Year.
- Associate Professor Swapan Saha – received the 2018 Frank E Crowle Award for Teaching Excellence – a national award from the Australian Institute of Building recognises excellence in education in construction management.
- Professor Sathaa Sathasivan – received the Institute of Engineers Sri Lanka (IESL) NSW Chapter Engineering Excellence Award 2018 in the Best Innovation and/or Invention category for his work on the BRC Tool.
- Dr Luke Barnes – awarded a prestigious John Templeton Foundation Fellowship to examine the link between life and the fundamental properties of the universe.

The School continued to develop an interdisciplinary capability in cyber resilience. In 2018, the School entered a team of students in the Federal Government's Cyber Security Challenge. The School made two key appointments in the area of cyber resilience:

- Dr Alana Maurushat joined the University as the Professor of Cyber Security and Behaviour; and
- Dr Paul Hurley was appointed Professor of Data Science.

In 2018, the School's computer science and engineering students completed a six-month work-integrated learning program in France, supported by the Laperouse Foundation mobility scholarships.

**SCHOOL OF EDUCATION**

The School of Education was ranked 85th in the world (10th in Australia) in the Academic Ranking of World Universities (ARWU) by subject, 101-150 band for the QS World University Rankings by subject, and 200 – 250 in the Times Higher Education (THE) Rankings by subject.

In 2018, the University undertook a School Review of the School of Education. The School received seven commendations, four affirmations and seven recommendations. Overall, the panel found that the School performed well against the University's strategic goals. The panel also noted the School's policy of engagement with the region.

Associate Professor Susanne Gannon and Professor Kerry Robinson were successful in winning an ARC Discovery Grant to examine changing gender equity policies and practices in schools.

Associate Professor Chwee Beng Lee was part of a team of colleagues from MARCS and five other universities to win a LIEF grant to develop a public database which will be used to improve the study of children's speech.

**SCHOOL OF HUMANITIES AND COMMUNICATION ARTS**

The School of Humanities and Communication Arts was ranked 201-250 in the Times Higher Education (THE) Rankings, 329th in the QS World University Rankings by subject, and 119th in the US News and World Report.

In 2018, the School successfully relocated its Interpreting and Translation programs from Bankstown to new facilities at Parramatta.

Two groups of students were supported with New Colombo Plan funding for study abroad projects in Kolkata and Vanuatu.

Giramondo Publishing, which is supported through the School's Writing and Society Research Centre, continued to win literary awards.

- Adjunct Professor Alexis Wright won the 2018 Stella Prize, the University of Queensland Non-fiction Book Award, and the Magarey Medal for *Tracker,* a collective memoir of the visionary Aboriginal leader, Tracker Tilmouth;
- Gerald Murnane won the 2018 Prime Minister's Literary Award for Fiction with *Border Districts;*
- Brian Castro won the 2018 Prime Minister's Literary Award for Poetry with his verse novel, *Blindness and Rage: a Phantasmagoria*; and
- Michael Farrell was awarded the Judith Wright Calanthe Award, a prize for an outstanding collection of poetry by an Australian writer, for *I Love Poetry* in the 2018 Queensland Literary Awards.

Five staff were awarded ARC Discovery Grants. These included:

- Dr Jennifer Mensch ($150,821) for 'Philosophical influences on anthropology';
- Dr Alison Moore ($148,000) for 'Sexual Ageing in the History of Medicine 1774-2018';
- Associate Professor Anna Cristina Pertierra ($235,000) for 'New consumer cultures in the Global South';
- Dr Jennifer MacRitchie with researchers at MARCS ($408,000) for 'Maintaining active minds and bodies through adult music education'; and
- Associate Professor Robert Mailhammer with the University of Newcastle ($484,000) for 'Lexical access in Australian languages'.

**SCHOOL OF LAW**

The School hosted the annual Kirby Cup in the Family Court before a distinguished panel of Judges. Twenty-two high schools competed in the Cup, with the final being contested by Redlands and Queenwood. Justice Michael Kirby AM KCG is the patron of the competition.

The International Centre for Ocean Governance (ICOG) and the School continues to offer courses to judges, judicial Officers, and police investigation officers from Bangladesh. ICOG now offers one of the largest judicial training courses in the world with over 300 attendees thus far.

The School commenced the Graduate Diploma in Australian Migration Law in January 2018, with the first Graduates awarded their testamurs in December 2018.

Professor Steven Freeland advised the Australian and the New Zealand Governments, and represented the Australian Government at the United Nations Committee of the Peaceful Uses of Outer Space in Vienna (every year since 2016).

The School sponsored nine students to attend various UN conferences and workshops in Vienna and Bangkok.

**SCHOOL OF NURSING AND MIDWIFERY**

The School of Nursing and Midwifery maintained its international ranking. In the QS World University Rankings, the School was ranked in the top 100. In the Center for World University Rankings (CWUR), the School was ranked 1st in Australia and 4th in the world. In the Academic Ranking of World Universities (ARWU), the School was ranked 5th in Australia and 49th in the world.

In February 2018, the School commenced teaching the Bachelor of Nursing at the new Ngara Ngura building (Liverpool City campus). The new facilities offer state of the art Clinical Practice Units, including high-fidelity simulation and virtual reality technology.

The Bachelor of Nursing offered through WSU Online also commenced in February 2018 with three on-campus residential schools held and virtual reality used to orient students to the clinical practice environment prior to their residential week.

The School worked in partnership with the Pro-Vice Chancellor Aboriginal and Torres Strait Islander Leadership to promote opportunities for current and prospective Indigenous and Torres Strait Islander students. These opportunities included rural Indigenous visits and the "Bring your Mob" event. The School co-created the Aboriginal and Torres Strait Islander Health unit of study in collaboration with the Office of Aboriginal and Torres Strait Islander Employment and Engagement, University Elders on Campus, and the Translational Health Research Institute.

The School created the position of Professor of Mental Health Nursing in partnership with South Western Sydney Local Health District. The new Professor will address increasing mental health demand in the public health system in Western Sydney.

In April 2018, the School, in partnership with the NSW Nursing & Midwifery Office, hosted a Graduate Transition to Employment Expo. The event involved 24 exhibitors including Local Health Districts, private providers, aged care, employment agencies and the NSW Nurses & Midwives Association. Over 600 third year Nursing and Midwifery students attended.

In August 2018, the School hosted interview preparation and information sessions to prepare students for the new graduate position application process. The sessions were held in collaboration with three partner local health districts.

# Deputy Vice-Chancellor and Vice-President (Academic)

## SCHOOL OF MEDICINE

The School continued the development of the Doctor of Medicine (MD) program, which will replace the Bachelor of Medicine, Bachelor of Surgery (MBBS) degree as the medical qualification offered by Western Sydney University.

Student well-being has been a focus in recent years. The School has introduced a number of initiatives which have been positively cited across the sector. These include: the appointment of a Head of Student Wellbeing; a Psychiatrist (with no involvement in assessment or progression matters); and wellbeing days.

In May 2018, the Australian Government announced the establishment of the Murray-Darling Medical School network. This network will include establishment a Joint Medical Program developed by Western Sydney University and Charles Sturt University (CSU). The Program will be delivered by CSU, starting in 2021. In September, the initiative was launched with a community information evening and curriculum planning workshop.

Distinguished Professor Annemarie Hennessy and Professor Angela Makris were awarded a $1.9m grant from the National Health and Medical Research Council for their project aimed at preventing preeclampsia. The team was also awarded funding from the South West Sydney Local Health District to establish an academic unit focused on Women's Health.

In September, the School celebrated a $10m donation from Mr Leonard Ainsworth AM and Mrs Margarete Ainsworth. The donation will help support the University's health and medical research. In recognition of this gift, the building which houses the School of Medicine on the University's Campbelltown Campus has been named the Ainsworth Building.

## SCHOOL OF SCIENCE AND HEALTH

In 2018, the 21C Project provided a far-reaching review of the School's Science program. The review aimed to examine current and future educational outcomes and graduate attributes.

The School appointed three Associate Dean International positions and created a new International Engagement Working Party. The initiative aims to:

- → expand international relationships;
- → provide more opportunities for current and future students to undertake international study; and
- → increase the international student load for the School.

The School formed a strong partnership with the NSW Institute of Sport and the University of Canberra. The partnership will work to design relevant sport-related programs of study at Sydney Olympic Park.

Dr Kate Umbers and Dr Genevieve Steiner were recognised with the 2018 Young Tall Poppy Science Award, presented to Australia's leading scientific researchers and communicators. The Australian Institute of Policy and Science presents the Award in recognition of excellence in early career research, alongside a passion to communicate science to the community.

The Centre for Forensic Science is a research collaboration between Western Sydney University and the University of Technology Sydney. This collaboration was shortlisted as one of three finalists for the Defence Science & Technology Eureka Prize for Outstanding Science in Safeguarding Australia.

## SCHOOL OF SOCIAL SCIENCES AND PSYCHOLOGY

The School of Social Sciences and Psychology (SSAP) continued to perform strongly across three rankings. In the QS World University Rankings, Psychology and Sociology were ranked in the top 150, and Geography was ranked in the top 200. In the Times Higher Education (THE) World Rankings, Social Sciences and Psychology were ranked in the top 300. In the Academic Ranking of World Universities (ARWU), Social Sciences entered the top 200 and Psychology moved into the top 150.

In 2018, the School established the Social Work Placements Hub. The Hub provides real world learning opportunities for 1st year students in the Master of Social Work Qualifier. The Hub worked with over 30 community agencies – both government and non-government – across Western Sydney. Students added significant value and undertook projects or evaluations that would otherwise not have been done. With the introduction of the Hub, the School was able to place all Social Work students from both undergraduate and postgraduate programs.

The School continues to deliver on its networked and ethical approach to international partnerships with a particular focus on Nepal, India and the Pacific. In 2018, missions were sent to Fiji, Nepal, India and Sri Lanka to develop and enhance opportunities for inbound and outbound mobility, scholarships, placement opportunities, HDR student recruitment and research partnerships. The International launch of the Bachelor of Cyber Security and Behaviour formed part of the India and Sri Lanka mission.

The Humanitarian and Development Studies Research Initiative (HADRI) advanced their work with Kathmandu University (KU) Nepal; the National Disaster Risk Reduction Centre; Women and Water Sanitation and Health (WASH) in Nepal; École normale supérieure in Paris, France; Migrant Resource Centre and Diaspora Learning Network (DLN) with established consultancies in Eswatini and Southern Africa.

The Sexualities and Gender Research cluster continued its work with Australia's National Research Organisation for Women's Safety.

Religion and Society hosted international events with international partner, Federal University of Minas Gerais in Brazil.

The Urban Research Program (URP) strengthened their relationship with LandCom, Transport for NSW, the Department of the Environment, Common Equity, Horticulture Innovation Australia, Parramatta City Council, Penrith City Council, Blacktown City Council, and Liverpool City Council.

Psychology's Foundational Processes of Behaviour (FPB) established a collaboration with the Defence Science Technology Group, Wesley Mission, and Zeiss optical laboratories in Munich. The Clinical and Health Psychology Research Initiative (CaHPRI) continued to grow its footprint, and now hosts 10 funded projects with local and international partners.

In Spring 2018, the School commenced teaching of Social Science programs at the new Ngara Ngura building (Liverpool City campus). The relocation of staff and students to the new campus allowed for increased engagement in the Liverpool region. Following a successful launch event, there have been several new partnerships formed as part of the School Liverpool Engagement Plan. The plan has five focus areas, these being:

- → Building relationships with high schools and primary schools;
- → Expanding SSAP placements and work integrated learning in Liverpool;
- → Scholarships and prizes;
- → Expanding SSAP research in Liverpool; and
- → Inclusion of the School's local partners in advisory boards and curriculum design.

# Vice-President (Finance and Resources)

The Division of Finance and Resources provides strategic direction and oversight on the University's financial activities, including financial and operational planning, commercial arrangements and opportunities, investments and the utilisation of building and land assets.

The Division is focused on improving the commercial success of Western Sydney University, as well as improved service and efficiency, through implementing leading technology solutions, enhanced project management capability, strategic sourcing solutions and future thinking of real estate solutions across the University.

Encompassing Information Technology and Digital Services, Office of Estate and Commercial, Office of Finance Operations, Project Management Office and Strategic Procurement and Services, the Division's scope is wide reaching. The Division underpins the University's success via enabling core business support functionality and developing innovative solutions to allow the University's fiscal, commercial and operational model to evolve and continue to be leading edge.

During 2018, further work was done to embed and further refine the impact of the Shared Services implementation, which saw the creation of Strategic Sourcing Services and the Project Management Office, as well as the centralisation of a number of related activities and resources from across the University into various business units within the Division. Teams have settled into their new business areas and work has commenced on refining ways of working and operational processes to assist with further realising the benefits of the centralisation.

Management of the University's annual budget process including capital funding, developing appropriate financial policies and monitoring, advising and reporting on the financial health of the University (including its controlled and associated entities), is part of the Division's responsibility. The Division is focused on advancing the use of digital and emerging technologies to assist with enhancing the student experience, and benefitting teaching, learning and research. Critical procurement support, such as ensuring that goods and services obtained by the University are sourced in an expeditious and economic manner, and in accordance with operational and legislative requirements is also our focus. Further, through facilitating a strategic approach to planning, development and ongoing maintenance of the University's built infrastructure, properties and commercial activities, and providing leadership in project management capability, along with driving transformational outcomes and acting as a catalyst for change, the Division enhances the University's capability and potential.

In 2018, there was a constant shift in priorities to align to activities across the Division and the broader University. Besides an overall focus to lift the profile of the Division, other key focus areas for the Office of the Vice-President (Finance and Resources) during 2018 include:

- → Oversight, leadership and cross-University coordination of the Western Growth Program including strategy, development, governance, planning and execution;
- → Strategic leadership across the University and the Division, including Decadal planning activities;
- → Governance of the University and the Division via participation in Board of Trustee and associated Sub Committees, Senior Executive Group, Executive and Divisional Management;
- → Senior staff development participation and facilitation;
- → Fiscal management and financial control oversight of the University;
- → Risk management of Divisional and cross University risks;
- → Campus Leadership through Provost role;
- → Divisional organisational optimisation; and,
- → Cross University engagement enhancement through the establishment of the Stakeholder Xchange Project.

Notable achievements for the Division for 2018 are reported in subsequent sections of this report.

Overall, the Vice-President (Finance and Resources) and the respective business units sponsor a series of initiatives across the Division, helping the University achieve optimal financial and commercial sustainability into the future. Further, the five business units within the Division work together to cohesively deliver their portfolio of services supported by the Office of the Vice President, with the Division's ultimate aim being to ensure that the financial and operational planning, strategy and performance of the University is optimised, therefore assisting the University to achieve optimal financial and commercial sustainability into the future.

## FINANCIAL OPERATIONS

The objective of the Office of Finance is to provide accurate, efficient and relevant financial information, services, processes support and advice to enable the University, including its wholly owned entities, to achieve its visions. This requires the continued development and focus on financial capabilities and engagement to achieve the level of business partnering required to ensure such success. Underpinning all financial initiatives is the priority of strengthening the financial sustainability of the University and its ability to be able to respond in a timely manner to changes in the external environment.

The Office of Finance provides a key support and business partnering function for the successful operation of the University, underpinning the allocation of financial resources.

Key activities in 2018 include:

- → The achievement of a Credit rating to support development funding requirements of the Western Growth initiative.
- → Implementation of the University's Investment Strategy through consultation with the Finance & Investment Committee and the Board of Trustees.
- → The successful delivery of the 2017 audited Annual Financial Statements.
- → A successful "Early Close" audit, strengthening and streamlining the year end process.
- → Preparation of quarterly forecasts and monthly management reports to assist the University in understanding, analysing and managing through the current challenging financial environment.

- → The preparation and delivery of the 2019 – 2021 budget receiving Board of Trustees approval.
- → The implementation of a long term 20-year financial forecast.
- → Student Engagement via the Work Integrated Learning Initiative in conjunction with the School of Business.
- → Internal Resource realignment of Management Accounting and Financial Accounting staff to better service Divisions, Schools, Institutes and Units throughout the University and its Entities.
- → Development and finalisation of Travel and Expense Service Level Agreements associated with the Shared Services Program.
- → Implementation of a dedicated TM1 Analyst focused on TM1 development to improve system efficiency, mitigate risk, improve reporting and enhance user experience.
- → Engagement with the Innovative Research Universities (IRU) to provide Transparent Cost of Teaching reporting to Federal Government.
- → Continued enhancements to the transparency and commercial linkage of cash flow and investment management through the integration of Treasury and Accounting functions.
- → Continued high standards of Financial Control and Governance to support the financial sustainability objectives of Western Sydney University.

## ESTATE AND COMMERCIAL

Working in partnership with all areas of the University community, the Office of Estate and Commercial (OEC) ensures the strategic development and maintenance of the network of campuses and property estate to support the University's learning, teaching and research activities and preserves and enhances the unique aesthetics of the campuses. This includes the management and delivery of the University's Western Growth strategy.

The Office of Estate and Commercial is responsible for the planning and construction of new University buildings, refurbishment and adaptive reuse of existing buildings, maintenance of almost 2,000 hectares of grounds including landscaping, and the maintenance and cleaning of more than 500 buildings across 21 campuses and external sites.

The Office of Estate and Commercial also assists in the planning and delivery of the University's estate development and commercial projects. It also provides services for cleaning and presentation, waste services, removals, relocations and event setups, furniture supply and installation, space management, spatial data collation and management and campus signage. The Hawkesbury campus farm and associated resources also forms part of the portfolio. The focus is on value enhancing commercial engagements and campus plans to optimise a sustainable future for the University.

The directorate comprises the following teams:
- → Estate Master Planning and Strategy
- → Infrastructure Services
- → Commercial Development, Services and Governance
- → Environmental Sustainability
- → Corporate Finance and Business Modelling
- → Western Unlimited Ltd.

Key OEC achievements in 2018 include:
- → Westmead Campus Redevelopment Project: several significant milestones were achieved in 2018 for this project. Final settlement for Lot 4 was achieved in January 2018.
- → Following approval by the Board of Trustees to secure a joint venture development partner for Westmead Lots 2 and 3, negotiations continued through 2018 with Charter Hall. Development documents have been executed and planning is underway. A Functional Brief process has been undertaken to plan for the University's space within the Lot 2 development and more broadly the University's presence at Westmead. This involves MARCS, THRI, and the Schools of Health and Science, Nursing and Midwifery and Social Science and Psychology.
- → Bankstown City Campus: key terms with Canterbury Bankstown Council have been agreed to progress the establishment of a campus on a site adjacent to Paul Keating Park, Bankstown. A State Significant Development Application is scheduled to be lodged in April 2019. The University's governance structure for the development is underway to inform requirements.
- → Macarthur Heights Residential Development, Campbelltown: the delivery of the Macarthur Heights residential development comprising 950 lots in partnership between the University and Urban Growth NSW.
- → Werrington Estate Master Plan: progress on master planning for the Werrington Estate, including technical assessments and development staging plan. The Planning Proposal was submitted to Council in quarter 4 2018. The proposal reflects the opportunities afforded by Government announcements regarding the North-South rail line and Aerotropolis.
- → Werrington Retail Centre: a development application was lodged with Council and approved in quarter 4 2018. With the securing of the anchor tenant and significant pre-commit, leasing templates for specialty retailers have been finalised.
- → Engineering Innovation Hub: a joint venture arrangement has been finalised with Charter Hall for the development of an Innovation Hub at 6 Hassall St Parramatta. The University has set up a controlled entity, Western Growth Developments (Innovation Hub Parramatta), for the purpose of purchasing the land, carrying out the proposed development, and operating the asset in partnership with Charter Hall. The land purchase was executed on 31 August 2018. The University will occupy approx. 6,000 sqm for engineering and architecture disciplines, and associated research. Planning for University fitout requirements is underway.
- → Milperra Divestment: following the Expressions of Interest (EOI) and Request for Proposal (RFP) processes undertaken, a recommendation to enter negotiations with the preferred proponent Mirvac for a joint venture arrangement has been approved; with discussions with an adjoining school for future opportunities progressing.
- → Liverpool: successful delivery of the Ngara Ngura building (Liverpool City campus) including negotiation of a commercial settlement with the landlord.

# Vice-President (Finance and Resources)

- → CLV buy back: negotiations on original sale of student accommodation management rights were completed in June. Successful completion of the transaction was achieved, providing:
  - – Greater flexibility and control over student accommodation; and
  - – Finalisation of outstanding settlements.
- → Blacktown Campus Planning: ongoing management of planning activities associated with Blacktown/Nirimba Campus, including transfers process to enable implementation of Community Title arrangements. Council has written to advise of the commencement of the compulsory acquisition process of road reserve for Quakers Road upgrade.
- → Nirimba freehold sale: following the successful rezoning to residential of a freehold parcel of land adjoining the Nirimba Education Precinct in 2017, the Board of Trustees approved the sale lot in late 2017. An EOI process was undertaken and a sale agreement has been executed. Settlement is due to occur in April 2019.
- → Lodgment of planning and development proposals for the campus redevelopment projects (Parramatta North, Campbelltown Stage 6, Werrington), with the team focused on monitoring and engaging with local councils, state government agencies and other stakeholders, as well as firming up delivery plans for each project, in anticipation of implementation of the next stage.
- → Retail, Food and Beverage: the University has further enhanced the student and staff experience on a number of campuses by adding new retail outlets. These include: Piccolo Me (the Peter Shergold Building, Hawkesbury campus); Three Cows (Kingswood); and continuing with on campus food trucks (Bankstown, Hawkesbury, Nirimba). These continue to enable a diverse product offering and various price points catering to specific student demographics.
- → Commercial tenants: a new lease with the Nepean Hockey Association will see upgrades to the Kingswood pitch; secured sub-lease with Western Sydney Community Forum for Level 9 100 George and lease with Ambulance NSW at Werrington Park Corporate Centre.

## STRATEGIC PROCUREMENT AND SERVICES

The primary purpose of the Office of Strategic Procurement and Services is to ensure University monies are spent wisely and without significant risk exposure. The governance processes that the team are aligned to are those set by NSW Government procurement guidelines.

2018 was the start of a new centralised procurement team as part of the Shared Services restructure. The team is larger and better aligned to the University's departments, providing support across the whole organisation and improving awareness and compliance with the procurement policy.

Key achievements in 2018 include:

### CATEGORY MANAGEMENT SUPPORT

- → Recruitment to all vacant positions was completed in March 2018. With the team fully staffed, the team has built on the initial Shared Services framework to deliver a service that supports the University's strategic goals.
- → Aligned sourcing Category Managers to University functions.
- → Introduced benefits tracking and reporting.
- → Established Minor Works, Consulting and Legal supplier panels.
- → Identified the functional requirements for a Contract Lifecycle Management system and an extended Asset Management system for scientific equipment.

### PROCUREMENT OPERATIONAL SERVICES

- → Operational review leading to streamlined delivery of new centralised services associated with the Motor Vehicle Fleet, Pool Car Systems and Novated Leases.
- → Delivered University Wide Strategic/ Operational Procurement, Asset and Equipment Process and Service awareness sessions.
- → Increased staff raising requisitions transacting to purchase orders for goods and services.
- → Introduced purchase order compliance reporting.

### BENEFITS DELIVERED THROUGH SOURCING ACTIVITIES

Cost benefits exceeding $4m per annum have been delivered across a wide range of areas:

- → Cleaning
- → Shuttle buses and charter buses
- → Data storage, data domain hardware and software renewals
- → Software licensing
- → Consulting services
- → Novated car leases
- → $CO^2$ gas and construction services.

## INFORMATION TECHNOLOGY AND DIGITAL SERVICES

Operating across all campuses, Information Technology and Digital Services (ITDS) is a vital enabler of Western's *Securing Success* Strategy and the *ITDS Future Now – Securing Digital Success* strategy. ITDS provides and supports the applications, infrastructure, information and end user services that connect the University community locally, nationally and internationally. The purpose of ITDS is to advance the use of digital technologies, serving the needs of the Western Sydney University community with student experience, learning, teaching and research as our focus. The vision of ITDS is to create a future where we are known for service, excellence, insight and innovation.

Western Sydney University students, staff and community partners use technologies to communicate, collaborate, research, learn, teach and conduct business. Increasingly, these activities are expected to be available at any time and any place, balancing the considerable challenge of privacy and security with flexibility and agility. Achievement of ITDS goals will require defined quality processes, combined with measured risk taking through iterative experimentation, prototyping, collaboration and innovation. ITDS has developed a solid reputation for service improvement and will build on this success to deliver practices and processes that ensure improved service reliability, cost effectiveness, sustainability, quality and security of University systems and technology solutions. This will be underpinned by ITDS values, that commit to acting ethically, responsibly and collaboratively.

It has been another fulfilling year for ITDS, actively supporting the key priorities of the University, most notably the new Ngara Ngura building (Liverpool City campus) and the Para-medicine immersive space at Campbelltown. The Shared Services Program had a major impact on the structure and responsibilities of ITDS, with a number of teams moving into other areas, and approximately 40 staff joining ITDS from various parts of the organisation including several Schools, Human Resources, Finance, Student Experience Office and Business Intelligence. As a result, ITDS offers an expanded range of services including functional support, application management and infrastructure services.

In 2018, ITDS delivered a number of projects addressing key strategic objectives. This list does not include the support provided to the broader capital works programme for which the collaboration between ITDS and OEC is very strong. Notable in 2018 achievements include:

- → Implementation of a new Video Management System for Teaching Capture and other uses. In one semester, it captured 8,500 recordings and delivered over 200,000 views, making content available anywhere, anytime;
- → Migration of all on premise research workloads to the Intersect Research Cloud, providing much better compute and storage systems performance;
- → Upgrades to core systems including the Learning Management System (Blackboard), Records Management (TRIM) and Service Management (Service Now), so that the University maintains its approach of being consistently contemporary;
- → Integration of external provider systems from Navitas and Online Education Services with WSU platforms, improving workflows and establishing a reusable approach;
- → Establishment of over 550 workloads on the recently commissioned Managed Private Cloud, comprising both newly built environments and those which have been migrated from legacy infrastructure, establishing a more robust and scalable platform for the University's information systems;
- → Implementation of the new Integrated Workspace and Management System to support the work of OEC, replacing the legacy Archibus system and transforming business processes; and
- → Introduction and implementation of an ITDS Risk Management process which assists in protecting our information assets, minimising uncertainty and informing better decisions.

In addition, significant progress has been made on our two major system initiatives – the Student Management Systems replacement (Ellucian) and the new Research Management System. Both of these projects are expected to achieve major milestones in 2019.

The day-to-day operational stability of ITDS services is of paramount importance and 2018 was a good year from a service performance perspective. The ITDS Service Desk receives up to 8,000 contacts per month and they continue to answer and address matters in very timely fashion. The number of critical incidents has been low and the University's cyber-security posture improving with no major issues arising, although there is a need to remain on high alert in this area. These activities include:

- → Supporting, enhancing and reforming the application portfolio and maintaining appropriate access and availability for authorised users;
- → Maintaining and enhancing the communications infrastructure (networks, telephony and wireless) which connect end users to each other and the outside world;
- → Managing external providers that deliver products and services to the University, including data centres, hosted applications, software licenses and maintenance;
- → Providing the general-purpose computing laboratories used by students and the computing services used by staff, including service desk and end user support;
- → Upgrading and managing the audio-visual systems used for teaching and collaboration, including next-generation learning spaces and web conferencing;
- → Securing the University network from cyber threats and promoting good online practices by staff and students; and
- → Providing functional support and business process knowledge in key areas that include HR, Finance, Student Systems and the Learning Management ecosystem.

Given the importance of digital transformation combined with the pace of technological change, ITDS has been redefining itself strategically. The updated ITDS *Future Now* strategy sets out six core objectives which will be used to guide the technological direction of the University. These objectives provide broad measures of success to meet the 'consistently contemporary' mission of ITDS. They are:

- → Enhancing the Digital Experience;
- → Facilitating World Class Research;
- → Promoting University Engagement;
- → Building Digital Capability;
- → Powering Up Innovation; and,
- → Focusing on the Business of Information Technology.

## PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) provides organisational leadership in portfolio, program and project management.

The primary objective of the Project Management Office is to support the University to operate as an efficient, agile and cost effective organisation which is ready to face current and future challenges.

The Project Management Office is a central unit designed to provide leadership to the University in the discipline of Project Management, and to manage and support broad transformational projects across the University. The Project Management Office provides a variety of project support services to, initiatives, programs, and individual projects across the organisation, that support best practice execution of project management to deliver successful project outcomes.

The Project Management Office was restructured, with the new structure commencing at the beginning of 2018 to enable a comprehensive offering in project management capability and

# Vice-President (Finance and Resources)

excellence, with approximately half of the team being newly recruited in 2018.

Key responsibilities for the PMO include:
- → Project Capability – including methodologies, processes, project assurance, training, coaching, tools, and templates.
- → Project delivery – comprising the delivery of capital construction projects including new buildings, civil infrastructure, facility fit-out and renovation, to support the University's research, training and learning outcomes.
- → Project portfolio services – including the establishment and facilitation of project governance, business case development and assessment, project portfolio planning and ancillary end-to-end project support functions.
- → Business improvement and transformation – to support the ongoing improvement of University operations (e.g. Shared Services), including capability for process mapping, continuous improvement methodologies and leadership of transformation and change programs.

## 2018 ACHIEVEMENTS

Key achievements in 2018 include:

**Ongoing Shared Services Support**

The Shared Services program was a University-wide program to deliver professional services for Institutes and Schools through a shared services delivery model. The primary purpose of this program was to ensure professional services are delivered in an effective, efficient and sustainable manner.

Through 2018, the professional services impacted by the Shared Services program have been continuing to mature and are transitioning into a Business-as-Usual way of working. Ongoing support for Shared Services is continuing from the Project Management Office, including reporting, Service Agreement development, business process mapping, and an overall governance framework.

A Post-Implementation Review was undertaken in Quarter 2, and provided a series of insights regarding the program. The review found that while there were no fundamental design flaws, there was substantial ongoing need for support and improvements as the new modes of delivery matured.

Other key achievements include:
- → Establishment of ongoing service assurance and governance
- → Development of key service Agreements and supporting process mapping
- → Establishment of service improvement initiatives, including the Strategic Review of the Enterprise Service Management Platform.

**Project Management**

The PMO continued the development of a fit-for-purpose Project Management framework and methodology for the University, including the release of the Projects @ Western project management framework. Other achievements include:
- → Establishment of training courses, a community of practice, coaching, and mentoring
- → An overall assurance framework, including health checks of Western Growth
- → The project management handbook
- → A new project pipeline and planning process
- → A consistent approach to project reporting.

**Western Growth Program Management**

The Project Management Office provided leadership and support for the Program Management of the Western Growth Program, with the provision of Governance and Assurance support for individual projects comprising the overall strategic program.

**Delivery of key Capital Projects**

The Project Management Office led the delivery of key capital projects in 2018.

Delivery of the capital works portfolio included key iconic projects, such as the partially renovated Building J at Westmead for NICM, the Kingswood Building Z extension for SCEM, and the Hawkesbury M1 building for HIE. The R Precinct project at Hawkesbury is ongoing and will facilitate the relocation of various teams from Werrington North.

Other achievements include the delivery of a suite of minor tier 2 capital projects.

**Business Improvement**

The Project Management Office established a key business improvement capability, to support the ongoing improvement of University operations (e.g. Shared Services), including capability for process mapping, continuous improvement methodologies and leadership of transformation and change programs.

# Entities

## THE WHITLAM INSTITUTE

The Whitlam Institute is striving to build a nationally significant institution delivering distinctive, bold and inspiring policy research and programs that promote common ground, inclusive national identity and civic engagement for all Australians. The Institute provides an intellectual and cultural space for thought-provoking events and exhibitions, bringing issues of national significance to local communities, and raising issues of concern for local communities into national debates.

The Institute holds a unique place in the national landscape as custodian of two key treasures of the national estate: the Whitlam Prime Ministerial Collection and the historic Female Orphan School.

Highlights of 2018 included:

- The appointment of **Leanne Smith as the new Director of the Whitlam Institute**, following the retirement of Eric Sidoti.
- The Institute hosted the 2018 **Whitlam Oration**. This has become a respected platform for prominent Australians to provide serious commentary on the contemporary relevance of the Whitlam Legacy. In 2018, Bret Walker SC continued that tradition with his Oration, The Information That Democracy Needs.
- Outgoing Race Discrimination Commissioner **Dr Tim Soutphommasane delivered his final official speech** at the Institute. The event was followed by a panel discussion with the Hon. Mark Dreyfus MP and Dr John Hewson AM.
- The Institute **hosted speakers** including: the Hon. Linda Burney MP; Julian Burnside AO QC; the Hon. Bob Carr; Michael Cooney, National Director of the Australian Republic Movement; Ruth Cullen, filmmaker; the Hon. John Faulkner; EG Whitlam Research Fellows Dr Adam Hughes Henry and Professor Heidi Norman; Professor Lisa Pulver Jackson; and many other thought leaders.

**Key Statistics**

In 2018, the Whitlam Institute:

- Engaged 1,300 students in Civics Education Workshops;
- Hosted 21 events and four exhibitions;
- Conducted tours for 760 visitors to the historic Female Orphan School;
- Welcomed 6,500 individual guests;
- Received nearly 4,000 entries to our *What Matters?* writing competition; and
- Reached 5,000 Facebook followers.

## WESTERN SYDNEY UNIVERSITY THE COLLEGE

Western Sydney University The College provides students with a high-quality academic pathway to study at Western Sydney University through its comprehensive range of University Foundation Studies and Diploma programs. English language training and testing services and vocational programs are offered by The College's Registered Training Organisation (RTO).

Highlights of 2018 include:

- **Dr Nicolene Murdoch was appointed as the Chief Executive Officer** and commenced in the role in July 2018.
- **Belinda Robinson was appointed as the Chair** of the Western Sydney University Enterprises Board.
- The Academic Pathway division continued curriculum renewal activities to ensure student success subsequent to transition to the University. The revised **Academic Pathway Programs structure was implemented** and provided a more equitable distribution of workload across professional and academic staff.
- The RTO **strengthened external partnerships** with NSW Justice, Corrective Services NSW, KPMG and the Australian Financial Advisors Association. It has **established new partnerships** with the Department of Education, Sydney Catholic Schools, and NSW Fire and Rescue with **significant workplace training** taking place in the areas of Project Management, Financial Services, Leadership and Management, and Training and Assessment. Over 700 students participated in the courses offered during 2018.
- The RTO has continued to develop **internal relationships** with key University stakeholders. In addition to the existing 21C Work Ready Plus Project, the RTO developed **new relationships with the School of Nursing and Midwifery and the School of Education** to support community engagement through the Women in Work Program, sponsored by Western Sydney University's Human Resources Unit and its relationship with Women's Community Shelters.
- The **English Language Centre** was established at Sydney Olympic Park. The testing centre conducted 13,226 Pearson Test of Academic English online tests and 7,004 International English Language Testing Scheme (IELTS) paper-based tests. In 2018, The College secured exclusive rights to deliver the new IELTS online test in the Parramatta region, which will be implemented in 2019.
- The **Academic Literacy Workshop program** was offered to over 1,415 Western students, who attended either an academic literacy workshop or a grammar workshop in 2018. The face to face workshops offered included a small number of specific programs for the School of Law and the School of Education. To date, 480 students have accessed the online Academic Literacy Workshop.
- **Western Sydney University International College**, a joint venture with Navitas, completed its third year of operation. Student enrolments have reached 408 and with a particularly strong intake in term one 2018. Pass rates for all courses have risen to 87.5% and more than 242 students have progressed to the University during the 2017/18 period.
- The College hosted its inaugural **Student and Staff Awards** evening, celebrating the academic achievements of students, as well as the accomplishments of staff.
- The College conducted the MyVoice survey for the first time in 2018 and results highlighted high levels of staff engagement and passion, scoring 81%.

# Entities

## WESTERN UNLIMITED LTD

Western Unlimited Ltd oversees campus services such as food and beverage outlets and gyms. It is both student centric and community focused, catering for current and potential students, University staff members and community members. The University established Western Unlimited Ltd as a not-for-profit, wholly controlled entity in 2004 to ensure campus services continue to meet student, staff and financial expectations.

## WESTERN SYDNEY UNIVERSITY EARLY LEARNING LTD

Incorporated in 2012, Western Sydney University Early Learning Ltd is a not-for-profit, wholly controlled entity of the University, providing high-quality early learning facilities on all campuses for children aged 0–6. The facilities are open to the children of students, staff members and the broader community. The University subsidises childcare places for students and staff members, in addition to providing Student Services and Amenities support for students.

# Statutory Reporting

## REMUNERATION OF SENIOR EXECUTIVES

**Professor Barney Glover**
Position: Vice-Chancellor and President
Total Remuneration Package: $904,181
Period in Position: Full year
Results: Met all objectives

**Professor Scott Holmes**
Position: Senior Deputy Vice-Chancellor
Total Remuneration Package: $599,876
Period in Position: Full year
Results: Met all objectives

**Professor Denise Kirkpatrick**
Position: Deputy Vice-Chancellor and Vice President (Academic)
Total Remuneration Package: $549,591
Period in Position: Full year
Results: Met all objectives

**Professor Deborah Sweeney**
Position: Vice-President and Deputy Vice-Chancellor (Research and Development)
Total Remuneration Package: $451,826
Period in Position: Full Year
Results: Met all objectives

**Professor Sharon Bell**
Position: Deputy Vice-Chancellor, Strategy and Planning
Total Remuneration Package: $240,000
Period in Position: Full Year
Results: Met all objectives

**Mr Peter Pickering**
Position: Vice-President, Finance and Resources
Total Remuneration Package: $513,656
Period in Position: Full year
Results: Met all objectives

**Mr Angelo Kourtis**
Position: Vice-President, People and Advancement
Total Remuneration Package: $487,973
Period in Position: Full year
Results: Met all objectives

**SENIOR EXECUTIVES EMPLOYED AND GENDER**

**2017**
Males (4)
Females (2)

**2018**
Males (4)
Females (3)

**Average Total Remuneration Package of Executives**
2018 $535,300
2017 $568,380

**Percentage of Total Employee-Related Expenditure**
2017 <1%
2018 <1%

## EMPLOYEES

**STAFF FTE REPORT**
*2018 Data extracted 13 February 2019*
*2018 data as at 31-Mar-2018*
*Data excludes Casual employees*

| EMPLOYMENT CATEGORY | 2015 | 2016 | 2017 | 2018 |
|---|---|---|---|---|
| Academic ( Levels A-E) | 990.85 | 1029.05 | 966.2 | 986.39 |
| Professional (Levels 1-9) | 1437.94 | 1478.86 | 1379.32 | 1400.95 |
| Senior (above Academic Level E or Professional level) | 150.6 | 144 | 138.4 | 140.06 |
| **Grand Total** | **2579.39** | **2651.91** | **2483.92** | **2527.40** |

# Statutory Reporting

## GOVERNMENT INFORMATION (PUBLIC ACCESS)

| | |
|---|---|
| **AGENCY NAME** | Western Sydney University |
| **PRINCIPAL DEPARTMENT** | Secretariat, Office of Governance Services |
| **REPORTING PERIOD** | 1 January 2017 to 31 December 2017 |

### OBLIGATIONS UNDER THE GIPA ACT

**1. Review of proactive release program – Clause 7(a)**

Under section 7 of the *Government Information (Public Access) Act (GIPA Act)*, agencies must review their programs for releasing government information, to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

The University's program for proactively releasing information is based on the annual meeting of the GIPA Agency Information Guide Review Committee (AIGRC). The Committee includes representatives from across the University and reviews:

- → updates to the University's Agency Information Guide webpage;
- → new areas or initiatives that could be included in the Agency Information Guide as part of engendering a corporate culture of transparency and accountability; and
- → any initiatives that may educate and guide various sections and units of the University to proactively publish information that is of interest and value to the public.

The Committee discharges the University's responsibilities under section 7(3) of the Act. The Committee's structure has changed and the Shared Service model will offer further opportunities for the pro-active release of information.

The University's agency information guide is functional and was last reviewed in December 2018.

**2. Number of access applications received – Clause 7(b)**

During the reporting period, the University received eight formal access applications, down from 13 in the previous year.

**3. Number of refused applications for Schedule 1 information – Clause 7(c)**

During the reporting period, the University did not refuse any formal access applications because none of the information requested was referred to in Schedule 1 to the GIPA Act.

**4. Statistical information about access applications – Clause 7(d) and Schedule 2**

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

| | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
|---|---|---|---|---|---|---|---|---|
| Media | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of Parliament | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Private sector business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Not for profit organisations or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (application by legal representative) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Members of the public (other) | 6 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

*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**

| | Access granted in full | Access granted in part | Access refused in full | Information not held | Information already available | Refuse to deal with application | Refuse to confirm/ deny whether information is held | Application withdrawn |
|---|---|---|---|---|---|---|---|---|
| Personal information applications* | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications (other than personal information applications) | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Access applications that are partly personal information applications and partly other | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

*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).

The total number of decisions in Table B should be the same as Table A.

**Table C: Invalid applications**

| Reason for invalidity | Number of applications |
|---|---|
| Application does not comply with formal requirements (section 41 of the Act) | 0 |
| Application is for excluded information of the agency (section 43 of the Act) | 0 |
| Application contravenes restraint order (section 110 of the Act) | 0 |
| Total number of invalid applications received | 0 |
| Invalid applications that subsequently became valid applications | 0 |

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

| | Number of times consideration used* |
|---|---|
| Overriding secrecy laws | 0 |
| Cabinet information | 0 |
| Executive Council information | 0 |
| Contempt | 0 |
| Legal professional privilege | 0 |
| Excluded information | 0 |
| Documents affecting law enforcement and public safety | 0 |
| Transport safety | 0 |
| Adoption | 0 |
| Care and protection of children | 0 |
| Ministerial code of conduct | 0 |
| Aboriginal and environmental heritage | 0 |

*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.

# Statutory Reporting

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

| | Number of occasions when application not successful |
|---|---|
| Responsible and effective government | 0 |
| Law enforcement and security | 0 |
| Individual rights, judicial processes and natural justice | 0 |
| Business interests of agencies and other persons | 0 |
| Environment, culture, economy and general matters | 0 |
| Secrecy provisions | 0 |
| Exempt documents under interstate Freedom of Information legislation | 0 |

**Table F: Timeliness**

| | Number of applications |
|---|---|
| Decided within the statutory timeframe (20 days plus any extensions) | 8 |
| Decided after 35 days (by agreement with applicant) | 0 |
| Not decided within time (deemed refusal) | 0 |
| Total | 8 |

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

| | Decision varied | Decision upheld | Total |
|---|---|---|---|
| Internal review | 0 | 0 | 0 |
| Review by Information Commissioner* | 0 | 0 | 0 |
| Internal review following recommendation under section 93 of Act | 0 | 0 | 0 |
| Review by NCAT | 0 | 0 | 0 |
| Total | 0 | 0 | 0 |

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

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

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

**Table I: Applications transferred to other agencies under Division 2 of Part 4 of the Act (by type of transfer)**

| | Number of applications transferred |
|---|---|
| Agency-initiated transfers | 0 |
| Applicant-initiated transfers | 0 |

## WORK HEALTH AND SAFETY (WHS)

The primary objective of the Work Health and Safety (WHS) Unit is to provide high-quality in-house work health, safety, and risk consultancy services to the University in a timely and efficient manner, whilst remaining cognizant of legislative requirements. The WHS Unit also develops and manages the University's Work Health and Safety Management System.

2018 achievements included:

- → Strengthened the WHS Unit with the addition of a WHS and Wellbeing Support Officer role.
- → SafeWork Month (October) 2018. The WHS Unit organised and implemented a variety of activities across all major University campuses to promote the importance of health and wellbeing. In 2018, the WHS Unit focused on offering a range of healthy and proactive activities, including healthy cooking demonstrations, meditation, yoga, and posture clinics, as well as holding BBQs to enable staff to meet and discuss WHS topics with the WHS Team. The 2018 calendar of events saw a 60% increase in staff engagement compared to SafeWork Month 2017.
- → Ongoing management and review of the new Workers Compensation Insurance Premium Model and activities related to managing workplace injuries and rehabilitation and return to work costs and claims.
- → Review and renewal of the University's EAP contract of services for the 2019 calendar year.
- → Get Healthy at Work (NSW Health Statewide initiative). The WHS Unit successfully applied to NSW Health for funding following an initial survey of University staff, securing funds and developing an action plan to target healthy eating and physical activity.
- → 2018 Flu vaccination program. 2018 saw twice as many University staff take up the free flu vaccinations offer compared to 2017.
- → WHS Training programs saw almost 500 attendees across all WHS face-to-face training topics on offer in 2018.
- → Continuing collaboration between the NSW Universities group (which Western Sydney University is a part of) and SafeWork NSW on the Hazardous Chemicals and Materials Exposures Baseline Reduction strategy which aims to identify and reduce the level and impact of workplace exposures to hazardous chemicals.

There were no prosecutions of the University for breaches under WHS legislation during 2018. There were 10 Notifiable Incidents in 2018 (notifiable to SafeWork NSW under WHS legislative requirements), from which 4 Improvement Notices were given to the University. The WHS Unit worked closely with the relevant Schools and SafeWork NSW Inspectors to ensure incidents were comprehensively investigated and that useful corrective actions were identified and implemented.

## PUBLIC INTEREST DISCLOSURES

Statistical information on public interest disclosures (PIDs)

| | Jan 2018 – Dec 2018 |
|---|---|
| Number of public officials who made PIDs | 0 |
| Number of PIDs received | 0 |
| Of PIDs received, number primarily about: | |
| Corrupt conduct | 0 |
| Maladministration | 0 |
| Serious and substantial waste | 0 |
| Government information contravention | 0 |
| Local government pecuniary interest contravention | 0 |
| Number of PIDs finalised | 1* |

Note: * carried over from 2017.

The University has an internal reporting policy, which is set out in the Public Interest (Protected) Disclosures Policy. The Policy provides for a Disclosure Coordinator who receives disclosures on behalf of the University, and designated Disclosure Officers who assist and advise applicants and staff generally about the process. Information on the process of making protected disclosures is also available on the University's website.

## COMPLAINTS MANAGEMENT

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

During 2018, the CRU managed 204 complaints and advised on a further 328 matters that were dealt with by managers in the various academic and administrative units of the University.

Where appropriate, CRU provided feedback and advice on policies and processes as a result of issues arising from complaints. Staff members of the Unit shared their expertise in complaints handling, providing advice within the sector.

## 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.

In 2018, the University published its revised Privacy Policy and Privacy Management Plan, and launched an online privacy training module. The module is compulsory 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.

In 2018, the Privacy Officer conducted two internal reviews in response to unrelated privacy complaints from students. The Privacy Officer submitted the outcome of the internal reviews to the NSW Privacy Commissioner in accordance with PPIPA. The Privacy Officer responded to, and facilitated the containment of, eight other privacy breaches, the majority of which were due to human error and involved emails being sent to the incorrect addressee. None of these matters were notifiable under State or Federal legislation. The Privacy Officer responded to four matters which did not constitute breaches of privacy and provided advice on 42 other matters.

# Statutory Reporting

## 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 regulations and guidelines of NSW Treasury.

Credit card usage is acquitted via the online Travel and Expense Management System and checked and authorised by the appropriate senior delegated officer.

The University conducts regular reviews of credit card usage and where a cardholder is found to be in contravention of the policy regulations by either misuse or non-cquittal in a timely manner, the credit card will be cancelled.

## PAYMENT OF ACCOUNTS

The University's payment terms to creditors is 30 days. Any variation to these terms with due justification must be approved by the University Treasurer or Executive Director, Financial Operations. University payment runs are fortnightly. The majority of payments are made via electronic transfer with the remainder being settled by cheque.

## PROMOTION AND TRAVEL

In 2018 the total University expenditure for overseas travel was $6,013,917. Travel was for a variety of University related purposes, including:

- research collaboration
- University promotion and development of new partnerships
- presentation of papers at conferences
- overseas joint University projects
- academic development program
- student practicums
- international study exchange and tours.

All travel was in accordance with the University Travel Policy: **https://policies.westernsydney.edu.au/document/view.current.php?id=268** which complies with regulations and guidelines of NSW Treasury.

## RISK MANAGEMENT

Risk management is an essential component of the University's governance framework and it supports the achievement of the University's strategic goals and objectives. Effective risk management increases the probability of successful outcomes, whilst protecting the reputation and sustainability of the University.

The University maintains a robust risk management and assurance program. It has established an organisation-wide strategic and operational risk management framework aligned with the Australian and New Zealand Standard for Risk Management (AS/NZS ISO 31000:2018 – Risk Management).

The University Executives and Senior Management promote a risk aware culture throughout the entire operations of the University and its controlled entities. Risk management policies and standards have been developed to guide staff in meeting their responsibilities to manage risks.

The University's Enterprise Risk Management policy and procedures provide the framework to effectively manage its risks. The framework looks to maximise opportunities and minimise adverse outcomes.

The University's Strategic Risk Register is reviewed annually and is aligned to its strategic goals and objectives. During 2018, the Strategic Risk Register was revised and the assurance plan was aligned to provide confidence to the Senior Management and the Board of Trustees, via the Audit and Risk Committee, that risks are being effectively managed. The University's Risk Appetite Statement was also formally approved by the Board of Trustees.

The Audit and Risk Committee maintains effective oversight of the risk management and assurance activities performed by the independent Audit and Risk team, and other risk management units including Campus Safety and Security, Work Health and Safety, the Project Management Office, the Compliance Program Unit, Office of Quality and Performance, and Digital Security and Risk. Executives and Senior Management provide updates and insights on significant strategic and operational risks on a scheduled basis.

The University has adequate insurances in place to protect the University from significant financial losses. A number of insurance policies and strategies are in place to ensure the University staff, students and property are appropriately covered. The University, in conjunction with its insurers, ensures that appropriate steps are taken to mitigate risk and all incidents leading to potential claim are notified to insurers in a timely and efficient manner.

## FUNDS GRANTED TO NON-GOVERNMENT COMMUNITY ORGANISATIONS

During 2018, the University provided $8,409 in funding to non-government community organisations

| NAME OF RECIPIENT ORGANISATION | PROGRAM AREA AS PER BUDGET | NATURE AND PURPOSE OF PROJECT INCLUDING AIMS AND TARGET CLIENTS | AMOUNT $ |
|---|---|---|---|
| AUSTLII Foundation Limited | Research | The recipient is an online Legal Information database which relies on donations to operate. It provides students and academics access to an online public library for Australian Legal information for both research and educational purposes. | 1,000.00 |
| UCA Parramatta Mission | Community Engagement | Recipient organisation, as part of the Uniting Church of Australia provides food, shelter and mental health services to homeless and vulnerable members of the community | 2409.09 |
| Country Education Foundation | Community Engagement | The Foundation provides funds to School leavers who need a helping hand to transition from school to higher education or the workforce | 5,500.00 |

## INVESTMENT PERFORMANCE

### NOTE 17: CASH AND CASH EQUIVALENTS

(d) The short-term deposits investment return for one year was 2.53%, compared with the benchmark TCorpIM Cash Fund investment return 2.05%.

### NOTE 23: OTHER FINANCIAL ASSETS

Available for Sale (Acadian) investment return

| | 1 YEAR | 3 YEAR | 5 YEAR |
|---|---|---|---|
| Actual | (1.54%) | 5.66% | 7.84% |
| Benchmark – TCorp Long Term Growth | 0.10% | 5.95% | 6.53% |

Held to Maturity investment return

| | 1 YEAR | 3 YEAR |
|---|---|---|
| Actual | 3.45% | 3.57% |
| Benchmark – TCorp Strategic Cash Fund | 2.21% | 2.44% |

### MEMBERS

The members of the Board of Trustees of the University are detailed on page 9.

# 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, on page 59.

**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 also has a number of controlled entities that undertake specific activities aligned with the mission of the University. Details of these entities are provided on page 49.

**REVIEW OF OPERATIONS**

The operations and activities of the University are outlined in detail in this Annual Report and, in particular, 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 2018, work continued on the campus redevelopment. Work will continue throughout 2019 to finalise the various projects.

**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 2018, the University Secretary and General Counsel 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 Uni-mutual.

**LEGAL PROCEEDINGS COMMENCED BY OR AGAINST THE UNIVERSITY**

There were no significant legal proceedings by or against the University in 2018. This report is made in accordance with a resolution of the Board of Trustees on 10 April 2019.

**Professor Peter Shergold AC,**
**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 | |
| | A | B | A | B | A | B | A | B | A | B |
| Emeritus Professor MaryAnn Bin-Sallik AO | 4 | 7 | | | | | | | | |
| Mr Christopher Brown AM | 6 | 7 | | | | | | | | |
| Mr Matthew Burrows | | | | | | | 5 | 6 | | |
| Ms Alexandra Coleman | 7 | 7 | | | | | | | | |
| Ms Elizabeth Dibbs | 6 | 7 | 6 | 6 | 6 | 6 | | | | |
| Dr Ben Etherington | 7 | 7 | | | | | | | | |
| Professor Barney Glover | 7 | 7 | | | 6 | 6 | 5 | 6 | 6 | 7 |
| Dr Linda O'Brien AM | 6 | 7 | | | | | | | 6 | 7 |
| Mr Matt Graham | | | 4 | 6 | | | | | | |
| Mr Joseph Carozzi | 6 | 7 | | | | | | | | |
| Mr Peter Graham | | | | | | | 5 | 6 | | |
| Mr Michael Gration | | | | | | | 4 | 6 | | |
| Ms Genevieve Gregor | 7 | 7 | | | 5 | 6 | 6 | 6 | | |
| Mr Peeyush Gupta | 6 | 7 | | | | | | | 7 | 7 |
| Professor Scott Holmes, Acting Vice-Chancellor | | | | | | | 1 | 1 | 1 | 1 |
| Ms Carmel Hourigan | 7 | 7 | 3 | 3 | | | | | | |
| Mr Craig James | | | 4 | 6 | | | | | | |
| Miss Nicole Gismondo | 7 | 7 | | | | | | | | |
| Ms Holly Kramer | 7 | 7 | | | | | | | | |
| Ms Georgia Lee | | | | | | | 4 | 6 | | |
| Mr Lee Pinder | | | | | | | 5 | 6 | | |
| Dr David Harland | 7 | 7 | | | | | | | | |
| Mr Bob Sahota | | | | | | | | | 6 | 7 |
| Mr Darren Pereira | | | | | | | | | 7 | 7 |
| Mr Mark Sercombe | | | 6 | 6 | | | | | | |
| Professor Peter Shergold AC | 7 | 7 | | | 6 | 6 | | | | |
| Ms Jodi Stanton | | | | | | | 4 | 6 | | |
| Ms Kerry Stubbs | 6 | 7 | | | 4 | 6 | | | 7 | 7 |
| Ms Vicki Hartley | | | | | | | | | 5 | 6 |
| Ms Gabrielle Trainor AO (granted leave from the Chancellor) | 1 | 7 | 2 | 3 | | | | | | |
| Associate Professor Alphia Possamai-Inesedy | 7 | 7 | | | | | | | | |

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

# In 2018, the Board held six regular meetings and one Strategy Day meeting.

# Appendix 3
# Committees and Other Bodies Established by the Board of Trustees

| BOARD OF TRUSTEES COMMITTEES | CHAIR |
|---|---|
| Academic Senate | Associate Professor Alphia Possamai-Inesedy |
| Audit and Risk | Ms Elizabeth Dibbs |
| Finance and Investment | Ms Kerry Stubbs |
| University Infrastructure | Ms Genevieve Gregor |
| Board Executive | Professor Peter Shergold AC |

| UNIVERSITY BODIES | CHAIR |
|---|---|
| Aboriginal and Torres Strait Islander Advisory Council | Professor Lisa Jackson Pulver AM |
| Foundation Council | Mr Danny Gilbert AM |

# Appendix 4
# Student Data

**TABLE 1: STUDENT HEADCOUNT BY RESIDENCY STATUS, 2014–2018 (P)**

| RESIDENCY STATUS | 2014 | 2015 | 2016 | 2017 | 2018 (P) |
|---|---|---|---|---|---|
| **DOMESTIC** | 39,210 | 40,315 | 39,638 | 38,858 | 41,377 |
| **INTERNATIONAL – ON-SHORE** | 4,315 | 4,263 | 4,438 | 5,567 | 6,906 |
| **INTERNATIONAL – OFF-SHORE** | 391 | 341 | 376 | 372 | 254 |
| **TOTAL** | **43,916** | **44,919** | **44,452** | **44,797** | **48,537** |

(Source: Enrolment Submissions to the Dept. of Education and Training)

**TABLE 2: COMMENCING STUDENT HEADCOUNT BY RESIDENCY STATUS, 2014–2018 (P)**

| RESIDENCY STATUS | 2014 | 2015 | 2016 | 2017 | 2018 (P) |
|---|---|---|---|---|---|
| **DOMESTIC** | 14,845 | 15,892 | 15,104 | 14,287 | 15,926 |
| **INTERNATIONAL – ON SHORE** | 2,226 | 2,002 | 2,118 | 2,904 | 3,481 |
| **INTERNATIONAL – OFF SHORE** | 125 | 156 | 174 | 133 | 97 |
| **TOTAL** | **17,196** | **18,050** | **17,396** | **17,324** | **19,504** |

(Source: Enrolment Submissions to the Dept. of Education and Training)

**TABLE 3: STUDENT HEADCOUNT BY GENDER, 2014–2018 (P)**

| GENDER | 2014 | 2015 | 2016 | 2017 | 2018 (P) |
|---|---|---|---|---|---|
| **FEMALES** | 24,150 | 24,601 | 24,525 | 24,850 | 27,359 |
| **MALES** | 19,766 | 20,315 | 19,922 | 19,938 | 21,175 |
| **TOTAL*** | **43,916** | **44,919** | **44,452** | **44,797** | **48,537** |

(Source: Enrolment Submissions to the Dept. of Education and Training)

*Includes gender not specified.

**TABLE 4: STUDENT HEADCOUNT BY COURSE LEVEL, 2016–2018 (P)**

| COURSE LEVEL | 2016 | % | 2017 | % | 2018 (P) | % |
|---|---|---|---|---|---|---|
| **UNDERGRADUATE** | 36,745 | 82.7% | 36,451 | 81.4% | 38,862 | 80.1% |
| **HIGHER DEGREE BY COURSEWORK** | 5,600 | 12.6% | 6,215 | 13.9% | 7,127 | 14.7% |
| **HIGHER DEGREE BY RESEARCH** | 1,188 | 2.7% | 1,279 | 2.9% | 1,389 | 2.9% |
| **OTHER*** | 919 | 2.1% | 852 | 1.9% | 1,159 | 2.4% |
| **TOTAL** | **44,452** | **100.0%** | **44,797** | **100.0%** | **48,537** | **100.0%** |

(Source: Enrolment Submissions to the Dept. of Education and Training

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

# Appendix 4
# Student Data

**TABLE 5: STUDENT HEADCOUNT BY BROAD FIELD OF EDUCATION, 2016–2018 (P)**

| BROAD FIELD OF EDUCATION | 2016 | % | 2017 | % | 2018 (P) | % |
|---|---|---|---|---|---|---|
| SOCIETY AND CULTURE | 12,598 | 28.3% | 12,135 | 27.1% | 13,241 | 27.3% |
| HEALTH | 8,081 | 18.2% | 8,628 | 19.3% | 9,749 | 20.1% |
| MANAGEMENT AND COMMERCE | 8,614 | 19.4% | 8,380 | 18.7% | 8,305 | 17.1% |
| NATURAL AND PHYSICAL SCIENCES | 3,682 | 8.3% | 3,572 | 8.0% | 3,809 | 7.8% |
| ENGINEERING AND RELATED TECHNOLOGIES | 2,178 | 4.9% | 2,507 | 5.6% | 2,937 | 6.1% |
| EDUCATION | 3,130 | 7.0% | 3,029 | 6.8% | 2,915 | 6.0% |
| ARCHITECTURE AND BUILDING | 1,643 | 3.7% | 1,907 | 4.3% | 2,317 | 4.8% |
| INFORMATION TECHNOLOGY | 1,904 | 4.3% | 1,973 | 4.4% | 2,188 | 4.5% |
| CREATIVE ARTS | 1,855 | 4.2% | 1,851 | 4.1% | 1,985 | 4.1% |
| MIXED FIELD PROGRAMMES | 574 | 1.3% | 565 | 1.3% | 811 | 1.7% |
| AGRICULTURE, ENVIRONMENTAL AND RELATED STUDIES | 28 | 0.1% | 83 | 0.2% | 77 | 0.2% |
| NON-AWARD COURSE AND UNKNOWN | 165 | 0.4% | 167 | 0.4% | 203 | 0.4% |
| **TOTAL** | **44,452** | **100.0%** | **44,797** | **100.0%** | **48,537** | **100.0%** |

(Source: Enrolment Submissions. to the Dept. of Education and Training)

**TABLE 6: STUDENT HEADCOUNT BY CAMPUS, 2016–2018 (P)**

| CAMPUS | 2016 | % | 2017 | % | 2018 (P) | % |
|---|---|---|---|---|---|---|
| BANKSTOWN | 8,159 | 18.4% | 7,496 | 16.7% | 6,893 | 14.2% |
| BLACKTOWN (NIRIMBA) | 2,058 | 4.6% | 1,836 | 4.1% | 2,510 | 5.2% |
| CAMPBELLTOWN | 7,019 | 15.8% | 6,686 | 14.9% | 6,585 | 13.6% |
| HAWKESBURY | 2,754 | 6.2% | 2,667 | 6.0% | 2,610 | 5.4% |
| LITHGOW | 39 | 0.1% | 26 | 0.1% | 23 | 0.0% |
| LIVERPOOL | 0 | 0.0% | 0 | 0.0% | 863 | 1.8% |
| PARRAMATTA | 14,792 | 33.3% | 10,612 | 23.7% | 12,265 | 25.3% |
| PARRAMATTA CITY* | 0 | 0.0% | 5,885 | 13.1% | 6,369 | 13.1% |
| PENRITH | 8,652 | 19.5% | 7,889 | 17.6% | 7,097 | 14.6% |
| SYDNEY CITY | 13 | 0.0% | 496 | 1.1% | 1,085 | 2.2% |
| ONLINE | 377 | 0.8% | 607 | 1.4% | 1,825 | 3.8% |
| OTHER** | 589 | 1.3% | 597 | 1.3% | 412 | 0.8% |
| **TOTAL** | **44,452** | **100.0%** | **44,797** | **100.0%** | **48,537** | **100.0%** |

(Source: Enrolment Submissions to the Dept. of Education and Training)

*Includes sites at 169 Macquarie Street and 100 George Street Parramatta.

**Other includes external, off-shore and other.

**TABLE 7: STUDENT LOW SES* PARTICIPATION RATE 2016–2018 (P)**

| YEAR | UWS | SECTOR** |
|---|---|---|
| **2016** | 31.1% | 17.6% |
| **2017** | 31.1% | 17.8% |
| **2018 (P)** | 30.5% | n.a |

(Source: Dept. of Education and Training Statistical Publications and Enrolment Submissions to the Dept. of Education and Training)

*Low SES is based on the students' postcode of permanent home residence, with the SES value derived from the ABS 2011 Census SEIFA Index for Education and Occupation for postcodes.

**Table A Providers only

**TABLE 8: STUDENT LOAD (EFTSL) BY FUNDING SOURCE, 2016–2018 (P)**

| FUNDING SOURCE | 2016 | % | 2017 | % | 2018 (P) | % |
|---|---|---|---|---|---|---|
| **COMMONWEALTH GRANTS SCHEME** | 28,330 | 85.1% | 27,216 | 82.4% | 28,582 | 79.8% |
| **COMMONWEALTH RESEARCH TRAINING SCHEME/ PROGRAM** | 559 | 1.7% | 591 | 1.8% | 654 | 1.8% |
| **SUB-TOTAL COMMONWEALTH FUNDED LOAD** | 28,889 | 86.8% | 27,807 | 84.2% | 29,236 | 81.7% |
| **DOMESTIC FEE-PAYING** | 687 | 2.1% | 688 | 2.1% | 842 | 2.4% |
| **INTERNATIONAL ON-SHORE** | 3,418 | 10.3% | 4,237 | 12.8% | 5,512 | 15.4% |
| **INTERNATIONAL OFF-SHORE** | 194 | 0.6% | 188 | 0.6% | 69 | 0.2% |
| **NON-AWARD AND OTHER** | 105 | 0.3% | 116 | 0.4% | 142 | 0.4% |
| **SUB-TOTAL FEE-PAYING LOAD** | 4,404 | 13.2% | 5,229 | 15.8% | 6,565 | 18.3% |
| **WSU TOTAL** | **33,293** | **100.0%** | **33,036** | **100.0%** | **35,801** | **100.0%** |

(Source: Load and Liability Submissions to the Dept. of Education and Training)

EFTSL = Equivalent Full Time Student Load

**TABLE 9: STUDENT EXPERIENCE SURVEY – % UNDERGRADUATE SATISFACTION, 2015–2017**

| SATISFACTION % | LEARNER ENGAGEMENT | | SKILLS DEVELOPMENT | | TEACHING QUALITY | | OVERALL QUALITY | |
|---|---|---|---|---|---|---|---|---|
| | WSU | SECTOR | WSU | SECTOR | WSU | SECTOR | WSU | SECTOR |
| **2015** | 60.1% | 60.2% | 81.9% | 81.1% | 79.4% | 81.6% | 77.0% | 80.0% |
| **2016** | 61.4% | 61.9% | 80.6% | 81.1% | 79.3% | 81.2% | 78.3% | 79.9% |
| **2017** | 63.4% | 62.8% | 82.3% | 80.5% | 79.1% | 80.1% | 78.0% | 78.5% |

(Source: QILT Student Experience Survey Institutional Files)

# Appendix 4
# Student Data

**TABLE 10: COMMENCING BACHELOR STUDENT RETENTION, 2013-14 TO 2017-18 (P)**

| YEAR | WSU | SECTOR* |
|---|---|---|
| **2013-14** | 79.2% | 81.2% |
| **2014-15** | 78.7% | 80.9% |
| **2015-16** | 77.4% | 80.9% |
| **2016-17** | 78.8% | 81.7% |
| **2017-18 (P)** | 82.2% | n.a |

(Source: Dept. of Education and Training Statistical Publications and Enrolment Submissions to the Dept. of Education and Training).

*Table A Providers only

**TABLE 11: NUMBER OF UNDERGRADUATE PREFERENCES AND MARKET SHARE OF UAC PREFERENCES FOR WESTERN SYDNEY UNIVERSITY, 2016-2018**

| NUMBER OF PREFERENCES TO WESTERN SYDNEY UNIVERSITY | FIRST PREFERENCES | | | FIRST TO THIRD PREFERENCES | | |
|---|---|---|---|---|---|---|
| | **2016** | **2017** | **2018**** | **2016** | **2017** | **2018**** |
| **CURRENT SCHOOL LEAVERS** | 6,566 | 5,743 | 5,742 | 19,601 | 18,005 | 19,027 |
| **NON-CURRENT SCHOOL LEAVERS** | 5,243 | 5,247 | 6,675 | 13,061 | 12,588 | 15,750 |
| **TOTAL*** | **11,815** | **10,990** | **12,417** | **32,679** | **30,593** | **34,777** |

(Source: UAC Main Round, 2016 and 17 and Jan Round 1, 2018)

*Includes school leaver type unknown.

**This is based on a count of distinct applicants to WSU via UAC and the WSU portal which has resulted in an increase in applicants to WSU.

| WESTERN SYDNEY UNIVERSITY MARKET SHARE OF PREFERENCES | FIRST PREFERENCES | | | FIRST TO THIRD PREFERENCES | | |
|---|---|---|---|---|---|---|
| | **2016** | **2017** | **2018**** | **2016** | **2017** | **2018**** |
| **CURRENT SCHOOL LEAVERS** | 12.6% | 11.1% | 11.2% | 13.0% | 12.1% | 12.8% |
| **NON-CURRENT SCHOOL LEAVERS** | 17.8% | 18.9% | 25.5% | 18.7% | 19.0% | 25.5% |
| **TOTAL*** | **14.5%** | **13.8%** | **16.0%** | **14.8%** | **14.2%** | **16.5%** |

(Source: UAC Main Round, 2016 and 17 and Jan Round 1, 2018)

*Includes school leaver type unknown.

**This is based on a count of distinct applicants to WSU via UAC and the WSU portal which has resulted in an increase in applicants to WSU.

**TABLE 12: NUMBER OF UNDERGRADUATE PREFERENCES AND MARKET SHARE FOR WESTERN SYDNEY UNIVERSITY FROM GREATER WESTERN SYDNEY (GWS), 2016-2018**

| | FIRST PREFERENCES | | | FIRST TO THIRD PREFERENCES | | |
|---|---|---|---|---|---|---|
| **NUMBER OF PREFERENCES FROM GWS TO WESTERN SYDNEY UNIVERSITY** | **2016** | **2017** | **2018**** | **2016** | **2017** | **2018**** |
| **CURRENT SCHOOL LEAVERS** | 5,221 | 4,618 | 4,705 | 14,784 | 13,781 | 14,864 |
| **NON-CURRENT SCHOOL LEAVERS** | 4,170 | 4,069 | 5,327 | 9,631 | 9,125 | 12,005 |
| **TOTAL*** | **9,393** | **8,687** | **10,032** | **24,442** | **22,906** | **26,869** |

(Source: UAC Main Round, 2016 and 17 and Jan Round 1, 2018)

*Includes school leaver type unknown.

**This is based on a count of distinct applicants to WSU via UAC and the WSU portal which has resulted in an increase in applicants to WSU.

| | FIRST PREFERENCES | | | FIRST TO THIRD PREFERENCES | | |
|---|---|---|---|---|---|---|
| **NUMBER OF PREFERENCES FROM GWS TO WESTERN SYDNEY UNIVERSITY** | **2016** | **2017** | **2018**** | **2016** | **2017** | **2018**** |
| **CURRENT SCHOOL LEAVERS** | 32.6% | 28.9% | 27.5% | 31.4% | 29.4% | 29.6% |
| **NON-CURRENT SCHOOL LEAVERS** | 40.1% | 41.6% | 50.6% | 37.7% | 37.9% | 47.6% |
| **TOTAL*** | **35.5%** | **33.7%** | **36.3%** | **33.6%** | **32.3%** | **35.6%** |

(Source: UAC Main Round, 2016 and 17 and Jan Round 1, 2018)

*Includes school leaver type unknown.

**This is based on a count of distinct applicants to WSU via UAC and the WSU portal which has resulted in an increase in applicants to WSU.

# Appendix 5
# Major Consultancies

| CONSULTANCIES COMMISSIONED IN 2018 AMOUNTING TO $50,000 OR MORE, INCLUDED | | |
|---|---|---|
| **CONSULTANT** | **COST $** | **TITLE/NATURE OF CONSULTANCY** |
| **FINANCE AND ACCOUNTING/TAX** | | |
| Mercer Investments Aust Ltd | 128,333 | Investment Management |
| PwC Australia | 54,971 | CLV Buyback |
| **SUBTOTAL** | **183,304** | |
| **INFORMATION TECHNOLOGY** | | |
| Whitesmiths Group Pty Ltd | 688,000 | IBM Tririga System |
| Ent Services Aust Pty Ltd | 379,831 | Applications Managed Hosting |
| Dimension Data Aust Pty Ltd | 354,110 | Consulting Services |
| Dimension Data Aust Pty Ltd | 292,456 | SAAM Project |
| Tribal Group Pty Ltd | 166,560 | Callista Managed Hosting |
| Black Ink Networks Pty Ltd | 155,190 | ATLAS Services |
| 460 Degrees | 129,600 | CRM Implementation and Strategy Report |
| Callista Software Services Pty Ltd | 117,882 | Callista SMS Consulting |
| Holt Innovations Pty Ltd | 105,000 | Network Architecture |
| Adobe Systems Software Ireland Ltd | 84,095 | Eforms Platform |
| Ovum Pty Ltd | 81,180 | IT Governance Program |
| Navigo Pty Ltd | 75,000 | Ascender Pay Upgrade |
| Holt Innovations Pty Ltd | 73,500 | WIFI & Storage Infrastructure Projects |
| Hays Specialist Recruitment Aust Pty Ltd | 71,976 | ATLAS Services |
| Blackboard International Bv | 70,536 | Transition to Learn SAAS Environment |
| Callista Software Services Pty Ltd | 63,920 | Callista Managed Hosting |
| **SUBTOTAL** | **2,908,835** | |
| **MANAGEMENT SERVICES** | | |
| Bohemia Group Pty Ltd | 1,333,537 | 2018 Media Agency Fees |
| Accordant Pty Ltd | 996,187 | 2018 Personalisation and Digital Maturity Engagement |
| VCD Pty Ltd | 481,185 | Studio Unlimited |
| Cogbooks Ltd | 456,250 | Open University |
| The Behavioural Architects Aust Pty Ltd | 414,125 | BA Longitudinal Project |
| Studiosity Pty Ltd | 563,373 | Learning Support Program |
| Deloitte Access Economics Pty Ltd | 303,840 | Western Growth Project |
| APP Corp Pty Ltd | 197,015 | Werrington Estate Redevelopment |
| BKA Architecture Pty Ltd | 188,420 | HWK BLD M1 Refurbishment Consultancy |
| Archerfield Capital Partners Pty Ltd | 164,391 | Liverpool CBD |
| Qualtrics Llc | 160,000 | Employee Experience |
| Studio M Architecture | 158,576 | Professional Fees |
| MVSmith Consulting Pty Ltd | 155,700 | Western Growth Project |
| Gibber Aust Pty Ltd | 155,000 | Widening Participation – High Schools |

| | | |
|---|---|---|
| Colliers International NSW Pty Ltd | 152,000 | Bankstown Campus Redevelopment |
| Aust Indigenous Mentoring Experience Indigenous Corporation | 150,000 | 2017 AIME Partnership |
| KPMG | 147,339 | Aerotropolis Strategy |
| Wonderlyze Pty Ltd | 140,000 | CSEO Business Consulting |
| AccessEAP | 133,600 | EAP Program Services |
| Studiosity Pty Ltd | 130,952 | Online Study Help Program |
| Mitosis Consulting Pty Ltd | 123,190 | Operations Specialist Services |
| Think Change Grow Pty Ltd | 108,450 | SEO Culture Transformation Project |
| Ad Verbum Pty Ltd | 97,500 | Digital Marketing Project |
| Nous Group Pty Ltd | 96,630 | Course Demand Assessment |
| Turner & Townsend Thinc Pty Ltd | 92,216 | Hawkesbury R3, R5, R7 Development |
| Allen Jack & Cottier Architects Pty Ltd | 88,900 | Campbelltown Campus Redevelopment |
| Ntropy Data Inc | 80,000 | Student Engagement and Attendance Tracking Pilot |
| Group GSA Pty Ltd | 78,724 | Bankstown Campus Redevelopment |
| Tropfest Aust Ltd | 75,000 | Tropfest Sponsorship – 2019 |
| Galloway John Julian | 70,334 | Causal Analytics Project |
| APP Corp Pty Ltd | 70,034 | Bankstown Campus Redevelopment |
| DWP Aust Pty Ltd | 67,155 | Bankstown City Campus |
| Cardno NSW Act Pty Ltd | 62,927 | Campbelltown Campus Redevelopment |
| Maxiem Pty Ltd | 60,301 | MARCS Institute IP Commercialisation Services |
| Denise Rainey Consulting Pty Ltd | 59,800 | Strategic Direction and Leadership for OMC |
| The White Agency | 53,078 | Digital Marketing Project |
| The University Of Melbourne | 51,600 | eLAMP Program |
| **SUBTOTAL** | **7,917,329** | |
| **ORGANISATIONAL REVIEW** | | |
| Tournier Nicole | 61,218 | Shared Services Post Implementation Review |
| Practicus Aust Pty Ltd | 88,997 | DSPA Phase 2 |
| **SUBTOTAL** | **150,215** | |
| **TOTAL CONSULTANCIES EQUAL TO OR GREATER THAN $50,000** | **$11,159,683** | |
| **DURING 2018 OTHER CONSULTANCIES WERE ENGAGED IN THE FOLLOWING AREAS:** | | |
| Finance and Accounting/Tax | 65,669 | |
| Information Technology | 224,755 | |
| Management Services | 1,126,301 | |
| Recruitment Services | 61,656 | |
| Research | 47,850 | |
| **TOTAL CONSULTANCIES LESS THAN $50,000** | **$1,526,230** | |
| **TOTAL CONSULTANCIES** | **$12,685,913** | |

This information is based on actual payments via Accounts Payable during the year and excludes accruals and other journals.

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