



BOARD OF TRUSTEES

Minutes of meeting 2026/4 of the Board of Trustees of Western Sydney University, held at 9.00am, Friday 5 June 2026 in Boardroom 1, The Chancellery, Level 2, Barney Glover Building, Parramatta South campus and via Zoom.

Present:

Members present in Boardroom 1

Professor Jennifer Westacott AC, Chair and Chancellor
Distinguished Professor George Williams AO, Vice-Chancellor and President
Professor Robert Mailhammer, Chair of Academic Senate
Ms Gabrielle Trainor AO, Deputy Chancellor
Dr Amanda Larkin, Pro-Chancellor
Dr Linda O'Brien AM, Pro-Chancellor
Ms Georgia Lee, Pro-Chancellor
Mr Brendan Thomas
Mr Simon Hickey
Ms Christine Cawsey, AM
Mr Martin Bowles AO PSM
Mr Matt Graham
Professor Alison Downham Moore
Ms Alison Barclay
Ms Lisa Hanlon
Miss Pooja Zinzuwadia

Members present via Zoom

Mr Doug Taylor

Apologies:

Nil

In Attendance:

Mr Bill Parasiris, Chief Operating Officer
Professor Deborah Sweeney, Provost
Professor Michelle Trudgett, Deputy Vice-Chancellor, Indigenous Leadership
Professor Maryanne Dever, Deputy Vice-Chancellor, Education and Students
Professor Ian Anderson, Pro Vice-Chancellor, Research and Enterprise
Professor Geoff Lee, Deputy Vice-Chancellor, Western Sydney and External Engagement
Mr Philip Maloney, General Counsel and University Secretary
Mr Mario Milanovic, Acting Chief Financial Officer
Ms Elisabeth Burn, Chief Audit and Risk Officer
Ms Stefanie Balogh, Executive Director, Strategic Communications
Ms Christine Sharpe, Executive Governance Officer (minutes)
Ms Elisa Cristallo, Administration Officer (meeting support)

In attendance for Item 2.1

Melinda Cilento, CEO of the Committee for Economic Development in Australia

In attendance for Item 3.2.1 – Pay Confidence Program Update
Mr Scott Granelli, Program Director, Pay Confidence

In attendance for Item 3.2.3 – Cyber Security Update
Ms Johanna Williamson, Program Director, Cyber Resilience

In attendance for Item 3.2.3 – Service Standards Update
Ms Jess Gleeson, Registrar
Mr Troy Cardoso–Vigors, Interim Chief People Officer
Mr Felipe Duncan, Interim Chief Information Officer

In attendance for Item 3.2.4 – Retention Insights and Actions
Professor Catherine Renshaw, Dean, School of Law

In attendance for Item 3.2.5 – Modular Teaching
Professor Brian Stout, Pro Vice-Chancellor, Learning and Teaching

1. OPENING AND PROCEDURAL MATTERS

1.1 In-Camera Session

The Board of Trustees met In-Camera to discuss a number of confidential items.

[Members of University management, staff and other non-Board members joined the meeting at 9.30am at the conclusion of the In-Camera session]

1.2 Welcome

The Chair declared the meeting open, confirmed a quorum and welcomed members and observers.

1.3 Acknowledgement of Country

Mr Brendan Thomas gave an Acknowledgement of Country.

1.4 Apologies

There were no apologies.

1.5 Declarations of Material Interests

The Chair invited Board members to declare any new material interests in relation to matters on the agenda or their role on the Board more generally. No new declarations were made.

[The Chancellor left the meeting and Deputy Chancellor Trainor assumed the position of Chair]

The General Counsel and University Secretary updated the Board on the work undertaken on Conflicts of Interest processes, probity and protocols, as contained in the Addendum to these Minutes.

[The Chancellor returned to the meeting and resumed the chair at 9.54am]

1.6 Consent Agenda

This item was discussed in closed session.

1.7 Confirmation of Minutes

The Board of Trustees approved the minutes and confidential minutes of its 9 April 2026 meeting.

Resolution

The Board of Trustees approved the minutes and confidential minutes of its 9 April 2026 meeting.

[05/06/2026:2]

1.7.1 Confirmation of Extraordinary Meeting Minutes

The Board of Trustees approved the minutes of the Extraordinary Meeting held on 1 May 2026.

Resolution

The Board of Trustees approved the minutes of the Extraordinary Meeting held on 1 May 2026

[05/06/2026:3]

1.8 Action Sheets from Previous Meetings

The Board noted the actions taken on the items listed.

1.9 Arrangement of Business

The following items were identified for discussion in the meeting: 1, 2.1, 3.1, 3.2, 3.2.1, 3.2.2, 3.3.3, 3.4.4, 3.3.5, 3.3, 4.1, 4.2, 7.1, 7.2, 7.3, 7.4 and 8.1.

2. FIRESIDE CHAT

[This item was discussed after item 3.2]

[Melinda Cilento, CEO of the Committee for Economic Development in Australia joined the meeting at 10.45am]

Ms Melinda Cilento, CEO of the Committee for Economic Development in Australia joined the meeting for a Fireside Chat on and the Expert Council on University Governance (ECUG) Report.

The following observations and comments were noted from Board members:

- Professional development for Board members, particularly in relation to AI. It was noted that a single training session is unlikely to be sufficient given the complexity and rapidly evolving nature of AI. It was suggested to explore an ongoing professional development program, potentially with support from Quantum. Board members were invited to consider how a regular and structured learning program could be established rather than relying on one-off training events.
- Mentoring and support of student representatives was identified as another priority. While pre-Board meeting discussions with student representatives have already

begun, it was noted that a more formal mentoring arrangement could assist students build confidence in contributing to Board discussions.

- The composition and future appointments on the Board were also discussed, noting that a position on the Board will be reserved for an academic representative. It was discussed that that future appointments on the Board should focus on individuals who can contribute effectively as a Board member, ensuring a balance between expertise and good governance practice.
- The Board discussed ways to improve engagement between the Board members and the wider University community. Members discussed opportunities for Board members to visit University campuses to meet staff, through masterclasses with senior leaders. Members also discussed holding at least two meetings each year at different campuses, such as Campbelltown and Bankstown, and combining these visits with opportunities to engage with local stakeholders and University communities
- Members discussed extending leadership development opportunities to Board members. It was suggested to involve Board members in components of the University's Leadership Development Programs, particularly around decision-making, negotiation, and influencing skills.
- Consideration is being given to how to provide the University community with more information about Board discussions while maintaining appropriate confidentiality. To improve transparency and help staff and students to better understand that Board's areas of focus, it was agreed that a communique will be published on the web after each meeting.

[Melinda Cilento, CEO of the Committee for Economic Development in Australia left the meeting at 11.25am]

3. REPORTS

3.1 Chancellor's Report [Open Session Item]

[Professor Payam Rahnamayiezekavat, School of Built Environment and Design joined the meeting at 10.00am as an observer]

The Chancellor spoke to the following matters:

- *Daily Telegraph's future Western Sydney Event* – An event held at the Western Sydney International Airport to discuss the economic growth and rapid transformation of the region.
- *ANZAC Day Dawn Service, Hawkesbury Campus* – The service was well attended with approximately 400 people marching. The Board were encouraged to include the service in their calendars for next year, recognising its significance to the University community.
- *NSW VCC Chancellor's and Vice-Chancellor's Meeting* – The Chancellor and Vice-Chancellor attended the recent meeting.
- *VITEX Pharmaceuticals Wonderland Site Visit* – The Chancellor attended a site visit at VITEX Pharmaceuticals, a leading pharmaceutical manufacturer, due to open in July 2026, with members of the University to attend. The University was instrumental in helping to get the Prime Minister to attend the opening.
- *Delegation of Universities in Jakarta* - The Chancellor spoke to the increased interest from other universities to establish a campus in Indonesia. The Embassy was clear that they wanted coordination across universities, and the market is not mature enough to have a number of universities establishing in Jakarta.

- *Antisemitism Education Taskforce* – The Chancellor has been appointed to the Antisemitism Education Taskforce, chaired by David Gonski, AC.
- *Tertiary Education Commission* – The Chancellor has been appointed to a small working group reporting to Minister Jason Clare tasked with advising the Government on the establishment of the Tertiary Education Commission, including its proposed role and functions.
- *University Report Card on Antisemitism* - The University was singled out as having acted properly and appropriately. However, the Chancellor noted that standards are needed across the sector, as it is not fair to judge people against standards that have not been set or agreed to by the government.
- *Graduations* – Graduations will commence shortly, with a number of high profile people receiving Honorary Awards.

The Board discussed international expansion and noted that the University must remain clear about its strategic rationale for any international engagement, including why it is undertaken and where it is focused. The discussion highlighted the importance of ensuring alignment with institutional priorities and maintaining an appropriate balance. The Board noted that the Finance and Investment Committee was provided an update on Transnational Education, and it was agreed that regular report will be provided to the Board.

[Professor Payam Rahnamayiezekavat, School of Built Environment and Design left the meeting at 10.10am as an observer]

3.2 Vice-Chancellor's Updates [Closed Session Item]

This item was discussed in closed session.

3.2.1 Pay Confidence Program Update [Closed Session Item]

This item was discussed in closed session.

3.2.2 Cyber Security Update [Closed Session Item]

This item was discussed in closed session.

3.2.3 Service Standards Update [Closed Session Item]

This item was discussed in closed session.

3.2.4 Retention Insights and Actions [Closed Session Item]

This item was discussed in closed session.

2.2.5 Modular Teaching [Closed Session Item]

This item was discussed in closed session.

3.3 Academic Senate Report [Open Session Item]

The report was taken as read.

The Chair of Academic Senate spoke to the draft dashboard presented as a progressive step toward improving reporting, with acknowledgment that its visual presentation may be further refined over time.

The Board was advised of the ongoing risks to quality monitoring caused by long-standing data issues, despite efforts to address them. Concerns were also raised about curriculum development, with some proposals lacking sufficient maturity and placing strain on governance processes.

The Chair of Academic Seante advised that issues have been noted regarding the implementation policies and delegations, indicating a need for stronger governance framework. The Board was advised that academic workload allocation remains a critical issue, particularly protecting the research component and preventing workload creep. Finally, opportunities were identified to better utilise resources, including training funds, to improve outcomes such as HDR performance.

4. MATTERS FOR APPROVAL

4.1 2025 Modern Slavery Statement [Closed Session Item]

This item was discussed in closed session.

4.2 Honorary Titles and Awards Conferral [Closed Session Item]

This item was discussed in closed session.

4.3 University Corpus: Building Organisational Capacity [Closed Session Item]

This item was discussed in closed session.

4.4 Indigenous Centre of Excellence and Wesley Mission Site Crown Land Manager Appointment [Closed Session Item]

This item was discussed in closed session.

4.5 Repeal of Student Misconduct Rule [Closed Session Item]

This item was discussed in closed session.

4.6 Uses of the University Seal [Open Session Item]

The Board approved the recommendation as part of the Consent Agenda.

Resolution:

The Board of Trustees approved the affixing of the University Seal to those documents listed in the attached report, pursuant to the *Western Sydney University (University Seal and Authentication) Rule 2021*.

[05/06/2026:9]

5. STANDARD REPORTS

5.1 Chief Financial Officer Update [Closed Session Item]

This item was discussed in closed session.

5.2 Workforce Profile Report [Closed Session Item]

This item was discussed in closed session.

5.3 Legal Risk Report–Privileged and Confidential [Closed Session Item]

This item was discussed in closed session.

6. MATTERS FOR NOTING

6.1 Delegation Schedule Amendments [Closed Session Item]

This item was discussed in closed session.

6.2 University Controlled Entities Report [Closed Session Item]

This item was discussed in closed session.

6.3 Transnational Education (TNE) Update [Closed Session Item]

This item was discussed in closed session.

6.4 2026 WSU Events Calendar [Open Session Item]

The Board noted the WSU Events Calendar without discussion.

7. BOARD COMMITTEES

7.1 Audit and Risk Committee [Closed Session Item]

This item was discussed in closed session.

7.2 Cyber and Information Technology Committee [Closed Session Item]

This item was discussed in closed session.

7.3 Finance and Investment Committee [Closed Session Item]

This item was discussed in closed session.

7.4 People and Culture Committee [Closed Session Item]

This item was discussed in closed session.

8. ANY OTHER BUSINESS

8.1 Chancellor Nomination Committee Update [Closed Session Item]

This item was discussed in closed session.

9. NEXT MEETING

The next meeting of the Board will be held on Thursday, 3 September 2026 at 9.00am at the Campbelltown campus.

There being no other business, the meeting closed at 2.40pm.

Confirmed by:



(Chair)

Date: 29/09/2026_____

A Fireside Chat was conducted for members during the lunch break with Dr Nicolene Murdoch, Pro Vice-Chancellor, Global Partnerships and Transnational Education on Transnational Education (TNE).