## TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>WESTMEAD PRECINCT BOARD</th>
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</table>
| **Context statement** | The Westmead Precinct is one of Australia’s leading precincts for the delivery of healthcare and healthcare related research and education. On the Precinct are located Westmead Hospital, the Children’s Hospital at Westmead, Cumberland Hospital, Westmead Private Hospital, the University of Sydney, the Westmead Medical Research Institute, the Children’s Medical Research Institute, and the Institute for Clinical Pathology and Medical Research Pathology West. The Precinct is currently undergoing a major multi-billion-dollar re-development. The University has committed to giving academic leadership support to the re-development of the Westmead Precinct and to the realisation of the vision of the Precinct Partners for:
- the integration of teaching and research with clinical care in order to improve health outcomes in Western Sydney, and
- the further development of Westmead as a global leader in health-related innovation. The University has also committed to building its teaching activities on the Westmead Precinct to 6,000 students by 2030 covering the full range of disciplines relevant to the improvement of health and wellbeing and the creation of a globally leading centre of innovation. It is expected that the University’s commitment will total $500M over 20 years. This Board is responsible for overseeing and guiding all activities associated with the University’s investment to the Westmead Precinct redevelopment. This has the potential to be an organisation defining initiative for the University. In making its deliberations, the Board will be mindful of the following matters when making decisions:

(a) The **nature of the venture**: this is ‘a whole of University’ contribution to a ‘whole of health’ response to an unfolding demographic shock in the western region of Sydney.

(b) The **nature of the University’s contribution**: generating new knowledge and sharing knowledge from all disciplines by deepening collaborations within the University and with the Precinct partners.

(c) **Alignment of other initiatives**: It is important that the University’s capital works program and its strategy for future educational offerings in Western Sydney support the academic strategy for the Precinct.

(d) **Financial sustainability**: Activities associated with the Westmead Precinct initiative must, ultimately, be supported by revenue raising activities based at or associated with the Precinct. |
The purpose of the Board is to provide direction, governance and decision making for the University's investment in the Westmead Precinct. It is responsible for five areas of activity.

1. Leadership
   - Championing the Westmead Initiative across the University and Westmead Precinct partners and other stakeholders.

2. Oversight and academic governance of the University's planning and activities concerning the Precinct
   - Ensuring cross-Faculty collaboration and pan-Faculty oversight of the University's activities at Westmead.
   - Making recommendations to the University Executive and the Vice-Chancellor on the activities and direction of the Program.
   - Making recommendations to Campus Infrastructure Services, Information, Communication and Technology and other Professional Services Units about capital and information communication and technology infrastructure priorities and delivery of support services at Westmead.

3. Specific responsibilities
   - Streamlining and managing approvals of:
     a. Academic Strategy (to be developed)
     b. All Program plans including annual Operations Plan and Program Budget
   - Approving reports to the University Executive and Senate.

4. Dispute resolution
   - Resolving escalated issues from the Westmead Precinct Academic Committee or the Westmead Precinct Operations Committee.

5. Quality control and risk management
   - Monitoring risk mitigation and contingency plans.
   - Commissioning quality assurance/reviews as required.
<table>
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<tr>
<th><strong>CHAIR</strong></th>
<th>Director, The University of Sydney Westmead Initiative (Vice-Chancellor’s Delegate for Westmead)</th>
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</table>
| **MEMBERSHIP** | Director, The University of Sydney Westmead Initiative (Vice-Chancellor’s Delegate for Westmead)  
Deputy Vice-Chancellor (Registrar) - nominee  
Deputy Vice-Chancellor (Research) - nominee  
Deputy Vice-Chancellor (Education) - nominee  
Nomination from The University of Sydney Medical School  
Nomination from The University of Sydney Nursing School  
Nomination from The University of Sydney Pharmacy School  
Nomination from Faculty of Health Sciences  
Nomination from Faculty of Science  
Nomination from Faculty of Arts and Social Sciences  
Nomination from Faculty of Engineering and Information Technologies  
Nomination from Sydney Business School  
Nomination from Sydney School of Architecture, Design and Planning Chief Operating Officer, Westmead Precinct  
Chief Financial Officer (or representative)  
Director, Campus Infrastructure Services (or representative) Chief Information Officer (or representative)  
Vice Principal (Strategy) (or representative) |
| **ATTENDEES** | Attendees will be invited at the discretion of the Chair. |
| **QUORUM** | A Chair plus half the members will constitute a quorum. |
| **SECRETARIAT** | University Secretariat |
| **MEETINGS** | Bi-monthly |
| **REPORTING** | University Executive |
| **MINUTES** | Available on SharePoint  
The University of Sydney @ Westmead

University Executive

Westmead Precinct Board
(Bi-Monthly)
Chair: Director, Westmead Initiative

Westmead Living Lab Taskforce
(special purpose)

Direction

Westmead Precinct Academic Committee
(Monthly)
Chair: Academic Director

Westmead Precinct Operations Committee
(Monthly)
Chair: COO

Management

Delivery

WP Research Committee
WP Education (L&T) Committee
WP Student Experience Committee
Chair: Head, Education & Student Development
WP Compliance Committee
(Risk, Culture, WH&S)
(to be convened)
WP Infrastructure/ICT (PUG)
Chair: COO

To be approved

Endorsed by University Executive on 14 June 2018
# TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>WESTMEAD LIVING LAB TASKFORCE</th>
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<tbody>
<tr>
<td>PURPOSE</td>
<td>To establish the academic framework and operational model for a Living Lab based at Westmead</td>
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<tr>
<td>TERMS OF REFERENCE 2018/##</td>
<td>The Westmead Living Lab will be modelled on the concept of an Innovation-Evaluation-Application cycle to foster engaged and innovative translational research and its application and upscaling through educational activities. The Living Lab will foster partnerships in which academics work with authorities, citizens, practitioners and/or businesses to co-create, explore, experiment and evaluate new ways of doing things in a real-life context. The Living Lab will house a portfolio of projects, some that we have already started to develop, and others identified through continuing collaborations between our disciplines and our precinct partners, civic leaders, community and industry. It will become a powerhouse for discovering innovative solutions to the most pressing societal and health challenges in the immediate locality and beyond. This taskforce will be responsible for recommending to the Westmead Precinct Board the academic framework and business model for a Living Lab, including: - Leadership - Governance, in parallel with the Innovation Centre governance - Academic themes and research priorities - Key partnerships - Process for project proposals and prioritisation - Business model - Educational opportunities</td>
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<tr>
<td>CHAIR</td>
<td>Professor Chris Peck</td>
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<tr>
<td>MEMBERSHIP</td>
<td>In the initial start-up phase (prior to the recruitment of the Director, Research and Innovation, Westmead) the taskforce will be a small working group including: - Six to eight academics with expertise in either Living Labs, Industry and Community Partnerships, Data Science or innovative technologies - Chief Operating Officer, Westmead (or representative)</td>
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<tr>
<td>ATTENDEES</td>
<td>On invitation from the Chair</td>
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<tr>
<td>QUORUM</td>
<td>4 members</td>
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<tr>
<td>SECRETARIAT</td>
<td>Project Officer, Westmead Operations</td>
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<tr>
<td>MEETINGS</td>
<td>Fortnightly</td>
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<tr>
<td>REPORTING</td>
<td>Westmead Precinct Board (Westmead Precinct Academic Committee for noting)</td>
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<tr>
<td>MINUTES</td>
<td>RAID register only</td>
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*Endorsed by University Executive on 14 June 2018*
WESTMEAD OPERATIONS

PROPOSED TASKFORCE ACADEMIC MEMBERS

- Russell Dale – Professor and Head of the Institute for Neuroscience and Muscle Research, Kids Research
- Jim Gillespie - Deputy Director, Menzies Centre for Health Policy Public Health
- Judy Kay - Chair, Human-centred technology research theme and Principal of CHAI: Computer Human Adapted Interaction Research Group; Faculty of Engineering & Information Technologies
- Thomas Maschmeyer – Director Australian Institute for Nanoscale Science and Technology & Professor of Chemistry; Director Laboratory of Advanced Catalysis for Sustainability (School of Chemistry), Director University of Sydney Energy Storage Research Network
- Philip Poronnik - Professor of Biomedical Sciences (Educational Strategy); Chair of the National Committee for Biomedical Sciences of the Australian Academy of Science
- Stefanie Schurer - Leads Economics of Human Development research node; Fellow of ARC Centre of Excellence for Children and Families over the Life Course
- Tim Shaw - Professor of eHealth and Director Research in Implementation Science and eHealth (RISe); Faculty of Health Sciences