NSW University Sector Inquiry – Supplementary Questions

Mr Michael Still Chancellor, University of Wollongong

(1) How were you appointed as Chancellor? What is your connection to the Illawarra?

I was appointed through a process conducted by an executive search firm, Spencer Stuart.

My relationship with UOW goes back to 2004/2007 when, as Managing Director, Capital at Baulderstone Hornibrook, I was responsible for the company's partnership with UOW in its development of the Innovation Campus. Later I was engaged in the design of a financial model and potential capital raising for the development of student accommodation which was not utilised.

(2) You noted at the hearing that you were approach by Mr Gonski about the Chancellor role at UOW. In what capacity did Mr Gonski approach you about the role?

> **(a) Was Mr Gonski formally appointed to the interview panel? If not, why was he present, and what role did he play?**
>
> **(b) Did Mr Gonski provide advice or feedback post-interview to Council or councillors? If so, was it documented and circulated to all councillors?**
>
> **(c) Please identify what records exist (minutes, emails, briefings) documenting Mr Gonski's involvement.**

I have been advised that David Gonski AC was formally appointed on the Chancellor Selection Committee as an independent member given his sector experience. The other members on this Committee were Deputy Chancellor Robert Ryan, Deputy Chancellor Warwick Shanks and Vice-Chancellor Professor Patricia Davidson, with former Chancellor Christine McLoughlin AM in attendance as an observer. An executive search firm was engaged to support the selection process. I was not involved in the deliberations undertaken by the Chancellor Selection Panel including any feedback provided by Mr Gonski.

(3) How much are you paid as Chancellor?

> **(a) Do you receive any remuneration, reimbursements for expenses such as travel and office expenses or financial benefit?**
>
> **(b) What delegations do you have to spend money on the University's behalf, to what value, and in what role?**
>
> **(c) Do you have an office at any of the University campuses? Are you planning to have an office at any of the other campuses of the university?**

I do not receive any financial benefit or remuneration from the University. The University provides reimbursement for reasonable expenses incurred in the course of my role.

Under the University's Delegations of Authority Policy, and consistent with sector equivalents, the University Chancellor does not hold delegation to spend money on the University's behalf.

I have an office space at the University's Wollongong campus. I book a shared "hotdesk" office as needed when I attend the University's CBD campus.

(4) At the hearing on 17 December you indicated that it was your understanding that the KordaMentha contract was complete and that the total spend was $2.94 million. Can you please confirm if this is correct?

> **(a) Please provide a copy of any documents indicating that the contract with KordaMentha is complete, including but not limited to evaluation documentation.**

KordaMentha's work with the University concluded on 19 October 2025. I am advised that KordaMentha deliverables were reviewed weekly with University Management against the agreed workplan.

The total spend on KordaMentha was $3,839,804.11 relating to both the review of the university's operating model and support for the development and implementation of the operating model. For a breakdown of the consultancy engagements relevant to organisational change, including engagements with KordaMentha, I refer you to the response provided by Professor G.Q. Max Lu AO, Vice-Chancellor and President in his supplementary questions.

(5) You note that there was a tender process for the KordaMentha contract, please provide a copy of the tender advertisement?

> **(a) Can you provide a list of the respondents to the tender, and a copy of their submission to the tender?**
>
> **(b) Who was on the tender panel that eventually awarded the work to KordaMentha?**
>
> **(c) Can you provide a copy of the contract for the administrative review that KordaMentha did for the University?**
>
> **(d) Can you please explain why the value of the KordaMentha contract changed so significantly from what was originally disclosed? Who approved the change in the contract values?**
>
> **(e) Why is the KordaMentha contract no longer listed on the UOW Contract Disclosures website (https://gipa.uow.edu.au/gipa/contract/allContracts)?**
>
> **(f) What conflict-of-interest disclosures and management arrangements were put in place once KordaMentha was engaged?**
>
> **(g) What steps were taken to ensure the engagement of KordaMentha met procurement/probity expectations given the proximity in timing to the interim VC appointment (including whether alternative firms were considered)?**

The tender process for an Enterprise-wide review of UOW Operations was conducted in line with UOW's tender procedure though a Request for Tender. Deloitte, KordaMentha, and Partners in Performance were invited to submit proposals for this program of work. A probity officer was in place throughout the process to safeguard the integrity of the project. The probity officer did not advise me as Chair of any concerns throughout the process.

The Tender Panel comprised of myself, Merran Dawson (Chair of the Finance and Infrastructure Committee), Warwick Shanks (then Deputy Chancellor and Chair of the People and Culture Committee) and Ellenie Petrou (Chief Strategy Officer).

KordaMentha was originally engaged in July 2024 to conduct a review of University Operations, with the objective to deliver an enterprise-wide review of the University's operating model. A further engagement was undertaken in December 2024 to support the executive leadership team in the development of a future state operating model. The Council Program Control Board approved this additional engagement, with the KordaMentha expenditure charged to the Council Discretionary Fund (see response to Question 22).

In accordance with the University's Conflict of Interest Policy, Professor Dewar formally declared his association with KordaMentha. A management plan was established before his appointment and followed throughout his time with UOW. Further to this, the Council Program Control Board was established to provide oversight of the UOW Transformation Program, including to manage then Interim Vice-Chancellor John Dewar's advised conflict with KordaMentha.

At the 14 March 2025 Program Control Board meeting, the Program Control Board noted that in 2024, the Council Program Control Board provided approvals for programs of work that would ordinarily fall within the delegations of the Vice-Chancellor and President and Senior Management as part of the Conflict Management Plan in place for Professor John Dewar AO. Following the conclusion of Professor Dewar's employment with the University on 28 February 2025, these approvals would now be made in alignment with the Delegations of Authority Policy. Subsequently, no further approvals for any consultant engagements were brought to PCB / Council Committees / Council for approval. For further information on the KordaMetha engagement, I refer you to the responses provided by Professor G.Q. Max Lu, Vice-Chancellor and President.

I have been advised by our Interim General Counsel that as the KordaMentha contract has concluded, the contract was removed from the UOW Contract Disclosures website in accordance with standard practice.

(6) Please clarify the process by which Professor John Dewar was identified and appointed as interim Vice-Chancellor, including whether the role was advertised, whether Professor Dewar was approached directly or identified through a recruitment/search firm, and whether Mr Dewar applied for the role.

> **(a) If a recruitment/search firm was used, please identify the firm, the terms of engagement, and the shortlist criteria.**
>
> **(b) What role did you play?**

(c) Who initiated the proposal to appoint Mr Dewar, what alternatives were considered, and which body formally approved the appointment (with dates)?

Following the resignation of Professor Patricia Davidson as Vice-Chancellor, and noting the that the recruitment and appointment of a new Vice-Chancellor takes considerable time, Council delegated authority to appoint an Interim Vice-Chancellor to a selection panel, comprising Deputy Chancellor and Chair, People and Culture Committee Warwick Shanks, and Council Member Nieves Murray and me as Chancellor.

I approached Professor Dewar directly on the recommendation of Professor Attila Brungs, Vice-Chancellor of UNSW. Having departed La Trobe University at the end of January 2024 after serving as Vice-Chancellor for 12 years, Professor Dewar was assessed as having the necessary skills and capabilities to support the University as Interim Vice-Chancellor. There were no internal people with sufficient experience identified and I considered a number of alternative options.

The Interim Vice-Chancellor Selection Committee approved the appointment of Professor Dewar on 30 May 2024.

(7) At what point did Council become aware of the Interim VCs connection with KordaMentha and that KordaMentha would be engaged to advise on matters relevant to workforce restructuring?

The Interim Vice-Chancellor Selection Committee approved the appointment of Professor John Dewar as the University's Interim Vice-Chancellor on 30 May 2024. This appointment, including Professor Dewar's resume and CV was provided to Council for ratification in July 2024.

Separate to the recruitment and appointment of the Interim Vice-Chancellor, on 24 May 2024 Council noted that due to the financial position of the University, Council needed to undertake a body of work regarding the size and shape of the University as well as ensuring the University has the leadership capability to position the institution strongly for the future. Council further noted that in light of the recommendations of the Universities Accord as well as the impact of the Federal Government's migration strategy, the University needed to reassess its current structure and focus to ensure future sustainability.

Accordingly, Council undertook a series of reviews across University functions to identify opportunities for uplift and improvement and ensure alignment with sector best practice.

A Tender Process was run across June in accordance with the University's Purchasing and Procurement Policy and Tender Procedure. Updates on the transformation program, including updates on KordaMentha's engagement and outcomes, were provided regularly to Council from August 2024.

(8) Provide the timelines for Professor Dewar's appointment as Interim VC and the engagement of KordaMentha for any work connected to the restructuring/change process.

The Interim Vice-Chancellor Selection Committee approved the appointment of Professor Dewar on 30 May 2024, who subsequently commenced his appointment on 1 July 2024.

The tender process was active throughout June 2024. The Tender Evaluation Committee reviewed the submissions and recommended a preferred supplier. KordaMentha was selected as the preferred supplier and commenced work on 22 July 2024 following contract negotiations.

Professor Dewar was not a member of the Tender Evaluation Committee for the enterprise-wide review of University Operations, was not provided a copy of the tender submissions and was not consulted in any of the deliberations undertaken by the Tender Evaluation Committee.

(9) The Illawarra Mercury reported that you knew that Professor Dewar would continue to work one day a fortnight for KordaMentha. How did you think that was appropriate given that KordaMentha was appointed as a consultant for the University's restructure?

Professor Dewar was on unpaid leave from KordaMetha for the duration of his appointment at the University of Wollongong. Professor Dewar's contract was for a nine-day fortnight during his employment at the University with the flexibility to spend his free time at his own discretion. The University had a Conflict Management Plan in place which required Professor Dewar to maintain appropriate separation from the University's engagement with KordaMentha and to observe appropriate confidentiality of University data, business and activities. This plan also formed part of his employment contract.

(10) Was KordaMentha paid a finders fee or any other fees for John Dewar's time at the university – either before, during or after his time there?

KordaMentha was not paid a finder's fee, or any other fees, for Professor Dewar's time at the University.

(11) After Davidson's resignation and before Dewar was appointed, did you see it as your role to effectively step in as Executive manager of UOW? What decisions did you make as Chancellor that would usually be the responsibility of VC? Were there any decisions that you made as Chancellor that did not go to Council for discussion and approval?

There was no vacancy in the Vice-Chancellor position. Professor Davidson officially departed the University on 30 June 2024 and Professor Dewar commenced in the role on 24 June 2024. Prior to her departure, Professor Davidson took a period of leave, during which the Vice-Chancellor's delegations were held by the Deputy Vice-Chancellor (Research and Sustainable Futures) after which he served as Acting Vice-Chancellor. I did not make any decisions that would usually be the responsibility of the University Vice-Chancellor. Any decisions I have made as Chancellor have been consistent with established governance arrangements, noting that routine or administrative matters are managed within existing authorities, while substantive matters are considered by Council.

(12) Please provide a chronological timeline (with dates) covering:

(a) Your appointment as Chancellor;

(b) departure of the former Vice-Chancellor Patricia Davidson;

(c) decision to appoint an interim Vice-Chancellor;

(d) engagement(s) of external consultants relevant to workforce restructure;

(e) commencement of major change / workforce restructuring decisions.

(a) I was appointed as Chancellor of the University of Wollongong from 9 December 2023.

(b) Former Vice-Chancellor Professor Patricia Davidson departed the University on 30 June 2024.

(c) The decision to appoint an interim Vice-Chancellor was made by Council on 18 April 2024.

(d) KordaMentha commenced the Enterprise-Wide review of University Operations in July 2024. Additionally, across 2024 and 2025, additional external consultants were engaged by University management to support the workforce restructure. I refer you to the response provided by Professor G.Q. Max Lu AO Vice-Chancellor and President for this information.

(e) The University Teaching and Learning Change Plan was released on 14 January 2025 following a three-stage consultation process conducted in accordance with the University's Enterprise agreement (Preliminary Consultation from 23 to 29 October, Stage 1 Consultation from 4 to 29 November and Stage 2 Consultation from 3 December to 10 January). Implementation of the Teaching and Learning Change Plan commenced on 31 January 2025.

The UOW Operations Final Change Plan was released on 25 August 2025 following a three-stage consultation process conducted in accordance with the University's Enterprise agreement (Preliminary Consultation from 3 to 14 February, Stage 1 Consultation from 24 March – 30 May, Stage 2 Consultation from 14 July – 4 August). Implementation of Wave 1 of the UOW Operations Change Plan commenced on 17 November 2025, and Wave 2 Implementation commenced on 5 January 2026.

The Complaints, Safe and Respectful Communities and Work, Health and Safety Final Change Plan and the People and Culture Business Partnering Final Change Plan is scheduled for release on 23 February following a three-stage consultation process conducted in accordance with the University's Enterprise agreement (Preliminary Consultation from 27 May to 15 August, Stage 1 Consultation from 23 September to 28 October and Stage 2 Consultation from 26 November to 16 December).

(13) During the period between the former Vice-Chancellor's departure and appointment of a permanent replacement, what formal powers or responsibilities did you as the Chancellor exercise that would ordinarily sit with the Vice-Chancellor?

(a) Were any delegations, Council resolutions, or governance instruments used to clarify or alter authority during this period? If so, please provide them.

There has been no vacancy in the Vice-Chancellor's position between the departure of former Vice-Chancellor, Professor Davidson and the appointment of the permanent replacement, Professor Max Lu. Delegations that would ordinarily sit with the Vice-Chancellor remained with that role, either with an Interim or Acting Vice-Chancellor.

(14) Can you provide a complete list of senior staff who exited the University after 1 January 2024?

> **(a) What were the reasons behind those who were ousted being pushed to leave?**

I take this question to relate to senior executive positions, of which the following have exited since January 2024.

- Senior Professor Susan Bennett – Executive Dean, Faculty of Arts, Social Sciences and Humanities, 1 July 2025
- Professor Colin Picker – Executive Dean, Business and Law, 30 June 2024
- Professor Theo Farrell – Deputy Vice Chancellor (Academic and Student Life), 4 February 2024
- Professor Patricia Davidson – Vice-Chancellor and President, 30 June 2024
- Professor David Currow – Deputy Vice-Chancellor (Research and Sustainable Futures), 4 October 2024
- Professor Sean Brawley – Deputy Vice-Chancellor (Strategy and Assurance), 17 October 2024
- Adam Malouf – Chief Operating Officer and Vice-President (Operations), 30 August 2024
- Professor John Dewar – Interim Vice-Chancellor and President, 28 February 2025
- Jaymee Beveridge – Vice-President (Indigenous Strategy and Engagement), 5 September 2025.

These individuals have left for a variety of different reasons, including in several instances due to accepting senior leadership positions at other universities.

(15) Did VC Davidson resign of her own volition? If so, why was it necessary for her to sign a deed of release?

Former Vice-Chancellor Patricia Davidson and I had various discussions about the University's future strategy and direction, noting the internal and sector-wide challenges and opportunities including the development of the University's Vision 2035 and Strategic Plan 2030, the outcomes and recommendations from the Australian Universities Accord and the impact of the Federal Government's migration strategy. Professor Davidson shared that the time was right to transition leadership to the University's next Vice-Chancellor and resigned of her own accord.

While not a necessity, where a senior leader resigns prior to the end of their contract it is common for the parties to agree to terms that set out clearly the details of the resignation, such as transitional arrangements, including duties and delegations during the notice period and resignation from any board appointments associated with the University or Vice-Chancellor role.

(16) How many staff have signed NDAs or deeds of release in the past three years after their employment at the University finished – either through resignation or termination?

I have been advised that the University does not maintain a single consolidated record of the number of former employees who may have entered into deeds or confidentiality arrangements at the conclusion of their employment.

Where confidentiality provisions apply, they arise in limited and specific circumstances, are lawful and standard in nature, and are used to:

- protect personal privacy,
- manage legal risk, and
- finalise employment matters appropriately.

Over the past three years, 27 staff exits have involved mutual confidentiality obligations contained within exit arrangements (rather than standalone NDAs), occurring across a range of roles and levels and not confined to executive positions. These cases arise for a variety of reasons and represent an extreme minority of all exits. This information is provided on a confidential basis, and we request that it not be disclosed or published further, as broader dissemination may risk breaching those confidentiality obligations.

The University can confirm that the use of such arrangements is not routine, is subject to legal oversight, and is applied on a case-by-case basis, consistent with public sector standards and applicable legislation.

(17) Why are NDAs and Deeds of Release being used at an institution that should value freedom of expression?

An NDA is used where the primary purpose is to protect confidential or sensitive information, during employment, investigations, or engagement with contractors, and it does not settle or waive legal claims. A Deed of Release is used to resolve and finalise actual or potential legal disputes, typically at or following separation, and provides certainty by settling all claims arising from the employment relationship, often in exchange for agreed terms or payments. Both instruments include confidentiality provisions, but the University uses them in a manner that preserves lawful rights and disclosures, complies with whistleblower and public interest protections, and is subject to legal and governance oversight to ensure they are applied appropriately and transparently.

(18) Given the balance of Council membership is held by external appointees, how does the Council ensure that it is transparent and accountable and well balanced in terms of staff and student input?

> **(a) How do you ensure that students and staff on Council are empowered to represent the views of these they are elected to represent? Given that there is limited representation of staff and students on Council subcommittees, how does this empower students and staff to represent the views of those they are elected to represent?**

The composition of Council is aligned with the UOW Act 1989 including under Division 1 Part 8B(6) which states that the majority of the total number of members must be external persons. I recognise and highly value the feedback and perspectives provided by our staff and student members of Council. It is a fundamental principle of Council that Council achieves best results through members bringing their combined experience to the table for the benefit of the University and that consensual decision-making is the preferred operating style.

Ahead of each meeting of Council, Council staff and students are invited to attend an optional pre-Council session with myself and the Vice-Chancellor to share any feedback or raise queries. This provides an additional opportunity for staff and students to discuss any feedback or concerns directly with us, while in no way limiting the ability of Council staff and student members to raise the same matters at the Council meeting should they wish.

Further to this, following each meeting, Council members are provided with an evaluation survey to share their views and comments on the conduct and business of the meeting. These survey results are collated, deidentified and shared in full with all of Council and is another avenue of feedback.

Commencing in 2024, Council has also undertaken an annual internal review of its activities, its committees and the Chancellor. As part of this review, in both 2024 and 2025 members unanimously agreed that they are able to express a different view at Council meetings and that their views are respected. Council members have also expressed that they believe that they have a good working relationship with other Councillors.

I also meet with staff and student members of Council should they wish too in a one-to-one and welcome them to express feedback directly on their views for inclusion of agenda items or broader Council operations and activities.

(19) How much of University Council business decisions are actually made in subcommittees whose discussions and decision making is reported to Council as opposed to being part of Council?

Council Committees have oversight responsibilities as detailed in their Terms of References available on the respective Committee pages on the UOW Council website. Council Committees as a general rule will either note updates from management or endorse proposals and recommend them to Council for approval via the Committee reports to Council.

Under specific cases when detailed within their Terms of Reference, Council committees may approve items. For example, the Risk, Audit and Compliance Committee is the approver for the University's Internal Audit Charter and the annual and three-yearly Internal Audit Plans. All approvals undertaken by Council Committees is reported to Council at its next ordinary meeting.

(20) Why is staff and student involvement on the main subcommittees so limited?

By main subcommittees I take it you mean the Finance and Infrastructure Committee, the Risk, Audit and Compliance Committee and the People and Culture Committee. Council Committee membership is an ongoing consideration to ensure our Committees have appropriate skills, diversity and expertise while noting the additional time and workload commitment members undertake with each additional committee role.

At its meeting on 5 December 2025, Council approved amendments to select committee terms of references, including the Finance and Infrastructure Committee, along with committee appointments noting recent vacancies and staff election results. Consequently, all the main subcommittees of Council have at least one elected representative as part of their membership. People and Culture Committee Terms of Reference amendments were approved such that all Council staff and student members will be invited to attend the meeting.

Of the twelve (12) Council Committees including Academic Senate, eight (8) committees have elected staff and/or student representatives in their membership.

(21) How much do Council Members get paid? Do they receive reimbursements, or have any expenses, such as travel, paid for by the University?

> **(a) Can you please clarify the remuneration of Council Members and Executives included in the UOW Annual Report (pg131) – who are the 13 people referred to in this report?**

External Council members are not paid. Council members are reimbursed for reasonable expenses incurred in the course of their duties including travel and meal expenses. The 2024 UOW Annual Report provided information on the remuneration of council members and executives (pg 131), the 13 people referred to are per the below table:

2024	2023
Mr Michael Still	Ms Christine McLoughlin
Mr Robert Ryan	Mr Michael Still
Ms Katherine McConnell	Mr Robert Ryan
Mr David Groves	Ms Katherine McConnell
Ms Nieves Murray	Mr David Groves
Mr Warwick Shanks	Ms Nieves Murray
Mr Greg West	Mr Warwick Shanks
Ms Merran Dawson	Mr Greg West
Ms Natalie Piucco	Ms Merran Dawson
Mr Mike Sneesby	Ms Natalie Piucco
Ms Lara Warwick	Mr Mike Sneesby
Ms Susan Zhang	Ms Lara Warwick
Ms Elli Baker	Ms Susan Zhang

(22) I note that the Financial and Infrastructure Committee approved an allocation of $2m to establish a Council Discretionary Fund for Council identified priorities.

> **(a) What are these council identified priorities?**
>
> **(b) Please provide minutes of the Finance and Infrastructure Committee meeting where this fund was established.**
>
> **(c) Please confirm the signatories, and whether spending must be signed off by two distinct individuals rather than two distinct 'roles', i.e. you cannot sign off as both Chancellor and the Head of FIC.**
>
> **(d) In your response to supplementary questions at budget estimates you indicated how much was expended from the fund in 2024 and 2025. Can you**

provide an update of these figures including a breakdown of the approved expenditure (i.e. what it was spent on) and who the signatories were for each expenditure?

Given the unprecedented disruption faced by the Australian university sector and the position in which UOW found itself, the Finance and Infrastructure Committee approved an allocation of $2 million for Council identified priorities and initiatives. This included reviews of university functions, initiatives to strengthen the collaboration and accountability between Council and Senior Management, software to support community engagement and governance resources to support fixed-term projects. Note that this is aligned with Principle 1.1c of the Final Principles of the Expert Council on University Governance, namely that the governing body should provide for adequate resources and processes to discharge its oversight responsibilities. See below the relevant extract from the Finance and Infrastructure Committee meeting.

Confirmed Minutes Extract – 10 May 2024 – 6.1 Council Discretionary Fund

Resolution CNL-FIC-24/02-14
The Finance and Infrastructure Committee resolved to approve an allocation of $2 million to the account Council – C0610 for Council identified priorities and initiatives.

The signatories for the fund is any two of the following: (1) Chancellor; (2) a deputy Chancellor; or (3) the Chair of FIC, with the spending to be signed off by two distinct individuals and not two distinct "roles".

I have sourced the specific information on the approved expenditure for the Council Discretionary Fund from our Chief Financial Officer and it is provided in the table below:

2024 Council Discretionary Fund		
Purpose	**Approver**	**Expenditure**
Recruitment Advertising	Michael Still and Merran Dawson	$21,162.75
VC Recruitment – Catering, Workshops, Executive Search Firm, Travel, General Expenses	Michael Still and Merran Dawson	$232,638.41
KordaMentha – Enterprise-wide Review of University Operations and support for development of a future state operating model	Michael Still and Merran Dawson (initial engagement) / Michael Still and Warwick Shanks (additional program of work)	$835,090.36
Research Strategies Australia – Review of Research	Michael Still and Merran Dawson	$207,051.92
Milani Review of Internationalisation	Michael Still and Merran Dawson	$50,273.42
Workforce Engagement Software	Michael Still and Merran Dawson	$23,529.32
Salary for Council identified priorities support work	Michael Still and Merran Dawson	$79,427.94
Total Spend		**$1,449,174.12**

2025 Council Discretionary Fund		
Purpose	**Approver**	**Expenditure**
Council – UEB Workshop and associated coaching: Rising tte an Elevated Platform Shared Accountability for Our Success	Michael Still and Warwick Shanks	$74,450
VC Recruitment – Catering, Travel, General Expenses	Michael Still and Warwick Shanks	$775.73
Workforce Engagement Software	Michael Still and Merran Dawson	$23,145.68
Salary for Council identified priorities support work*	Michael Still and Merran Dawson	$225,603.88
Total Spend		**$323,975.29**

*A role was required to ensure Council had sufficient resources to support Council and its Committees. As an outcome of the UOW Operations Workplace Change, this role was assessed within the organisational structure and a final structure confirmed. Accordingly, as of 17 November 2025 the salary cost ceased within the Council Discretionary Fund with costs appropriately covered into the University's operational expenditure.

(23) Why does the VC attend the Performance and Remuneration committee? Isn't this where his performance and pay are discussed?

The Performance and Remuneration Committee is responsible for reviewing and confirming the annual performance outcomes for senior executives. Further to this, the Committee also has responsibility for establishing, appointing and approving the remuneration of Senior Executive and Pro Vice-Chancellor positions and monitoring succession plans for the Vice-Chancellor and the Vice-Chancellor's senior executive team. The Performance and Remuneration Committee exercises these oversight responsibilities in consultation with and with feedback from the Vice-Chancellor given the Vice-Chancellor's responsibility for the performance and development of the Senior Executive team.

The Vice-Chancellor is not present for any discussions of his performance and pay.

(24) Do any Council Members, including yourself, have a personal relationship with the Council Secretary?

Per the University's Conflict of Interest Policy neither I nor, to the best of my knowledge, any member of Council has a close personal relationship with the Council Secretary.

(25) You seem to be a very hands on Chancellor and I note that you are the chair of quite a number of the University Council sub-committees, how did this come to be?

> **(a) Has the Chancellor often been the Chair of such a large number of these subcommittees? I can't find the previous members of these committees on your website, can you please provide the membership and chairs for all Council sub-committees from 2020 to now.**

(b) I note in response to questions in Budget Estimates regarding the number of subcommittees you chair that the University stated 'All appointments to Chair Council subcommittees are approved by Council to ensure each subcommittee Chair has the appropriate expertise and experience to provide the necessary oversight.' What makes you so uniquely qualified to chair such a large number of these committees? Are other Council members not qualified to chair the committees, or is this about you having 'necessary oversight'?

(c) Is this really an example of good governance? You chairing so many key committees? Is this appropriate in terms of requiring diversity of viewpoints, inputs and oversight from a range of interests across the University?

Per their Terms of Reference, I currently Chair the Nominations Committee, the Honorary Awards Committee, the Performance and Remuneration Committee and the Council Program Control Board. With the exception of the Council Program Control Board which was established while I have been in office, these arrangements were in place prior to my commencement as Chancellor.

Additionally, from 1 October 2024 – 31 December 2025, I served as Chair of the Finance and Infrastructure Committee. This appointment followed from the then Committee Chair, Merran Dawson, stepping down as increasing commitments during this period would limit the time she was able to dedicate to the role. While Merran stepped down as Chair of this committee, she generously agreed to remain on the Committee as a member, supporting continuity and the retention of her expertise.

In light of the significant financial challenges facing the University, and my financial expertise, Council appointed me to the role of Chair. At its meeting on 5 December 2025, Council approved the re-appointment of Merran Dawson to Chair the Finance and Infrastructure Committee effective from 1 January 2026.

Further information on the membership and Chairs for all Council sub-committees from 2020 to now is provided as **Attachment 1**.

Out of the twelve (12) current committees of Council, I Chair four (4) Committees. This is not a large number of committees by sector standards, noting that across NSW Universities, with the exception of the University of Sydney, the Chancellor typically Chairs between 17 – 57% of Council Committees based on publicly available data provided as **Attachment 2**.

Council members bring a range of skills and expertise to Council and its committees to support robust decision making. Council considers and approves appointments for Chair and membership of Council committees noting that skills and expertise must be balanced against a member's availability to dedicate appropriate time that Charing or being a member of a committee requires. The role of Committee Chair is to facilitate effective discussion and encourage all members to contribute their feedback and expertise, supporting the diversity of viewpoints, inputs and oversight.

(26) What was your involvement in the recruitment of the most recent VC? [There is evidence that Chancellor Michael Still sent an email enquiring into who was on the selection panel, despite it being highly inappropriate for him to seek to influence the selection.]

(a) Did you ever promise the Provost role to any of the unsuccessful VC candidates?

(b) Did you make enquiries as to who was on the selection panel for the Provost role?

As per the University of Wollongong Act 1989, a key function of Council is to appoint a Vice-Chancellor whenever a there is a vacancy in the office. For the recruitment of the current Vice-Chancellor, Professor Max Lu, Council established a Vice-Chancellor Selection Committee. This committee comprised a Deputy Chancellor, Chair of the Risk Audit and Compliance Committee, Chair of the People and Culture Committee, Chair of the Finance and Infrastructure Committee, two academic staff members, a student of the University, an external university Vice-Chancellor and me. As the Chair of the Vice-Chancellor Selection Committee, I disagree with the assertion of inappropriateness in this process.

I did not promise the Provost role to any unsuccessful candidate of the Vice-Chancellor recruitment. At the time of the Vice-Chancellor recruitment, the University did not have a Provost position in its organisational structure. This position was established later in alignment with the UOW Operations Final Change Plan.

Under the University's Delegations of Authority Policy, the Performance and Remuneration Committee is the delegated authority to appoint Senior Executive positions except that of the Vice-Chancellor and President. Accordingly, the selection panel for the Provost role would have come to the Performance and Remuneration Committee for approval, with me as Chair of that Committee.

(27) Why was David Gonski on the interview panel to choose a Vice Chancellor for the University of Wollongong?

David Gonski was not on the interview panel to choose a Vice-Chancellor for the University of Wollongong.

(28) Do you take an active interest in appointments to senior Executive positions at UOW?

Under the University's Delegations of Authority Policy, the Performance and Remuneration Committee is the delegated authority to appoint Senior Executive positions except that of the Vice-Chancellor and President. Accordingly I do take an active interest in appointments to Senior Executive positions given my responsibility as Chair of the Performance and Remuneration Committee.

I note that this governance arrangement aligns with Principle 1.4b of the Final Principles of the Expert Council on University Governance which states that that the governing body should undertake appropriate checks before appointing a Vice-Chancellor or senior manager.

(29) Are you part of the appointment panels for senior roles such as Provost or DVC/Vice President roles?

It is standard practice for some members of the Performance and Remuneration Committee, of which I am a member, to serve as panel members for appointments to Senior Executive roles. University management recommends the appointment panels to the Performance and Remuneration Committee for Committee approval. As highlighted in response to question 28, this aligns with Principle 1.4b of the Final Principles of the Expert Council on University Governance.

(30) I note from the responses to the supplementary budget estimates questions that you have chaired three appointment panels. Which appointments were these for?

I chaired the appointment panel for the Vice-Chancellor, the Vice-President (Operations)* and one of the fixed term project roles established from the Council Discretionary Fund.

*Professor Max Lu AO was an external member on the Vice-President (Operations) appointment panel, noting that at the time he had been appointed but not yet commenced as Vice-Chancellor.

(31) Do you have any role in approving or agreeing to senior appointment decisions?

Please refer to question 28, detailing the role of the Performance and Remuneration Committee in approving senior appointment decisions.

(32) Can you advise What was the reason behind the withdrawal of the Vice-President (Strategy & Executive Affairs) Role?

The University initially opened recruitment for the new Vice-President position in Q1 2025 which was subsequently paused. This decision was made by Interim Vice-Chancellor Professor John Dewar, in discussion with the incoming Vice-Chancellor Professor Max Lu, to ensure that any changes within the Vice-Chancellor’s Office could be evaluated and considered in the context of the broader workplace change process.

Throughout the change process, thought was given to a range of different models and options for the structure of our university and its operating model. The structures proposed in the initial Draft Change Proposal evolved considerably through consultation with staff.

In the Final Change Plan, released on Monday 25 August, the Vice-Chancellor’s Office was streamlined to incorporate the three divisions: Strategy, Governance and Policy, and Government and Community Relations. This structure provides the Vice-Chancellor with the required strategic and operational support across the key pillars of strategy, governance, policy and external relations.

(33) What was your involvement in the Cultural Review of the Governance Unit under the leadership of Alyssa White in early 2024?

(a) What was the outcome of that review?

(b) Do you consider that your involvement may compromise the independence of this type of review?

As part of the Cultural Review of the Governance Unit in early 2024 I was interviewed by the external principal investigator in my capacity as a key stakeholder, noting the responsibilities the Governance Unit holds in supporting Council and its Committees. I do not consider that my participation in an interview as a stakeholder would compromise the independence of this type of external review.

As per Principle 1.1c of the Expert Council on University Governance, the Governing Body should provide for adequate resources and processes to discharge its oversight responsibilities. As such, it would be appropriate that a review of the University's governance unit should include input from Council and its Committees as a stakeholder group.

I have not been provided a copy of the review report, nor have I been advised of an outcome of this review.

(34) Can you advise how many investigations of UoW senior management, council members, governance, other practices have commenced by public probity and investigative bodies over your tenure as Chancellor? When was the last of these commenced to your knowledge? What issues have/are being investigated?

I am not able to accurately advise on the number of commenced investigations nor the issues being investigated though I understand there may be investigation underway as mentioned in the testimony provided to the inquiry.

(35) How many relevant public interest disclosures or whistle blower matters have been raised with the UOW Council since 2023 relating to governance, conflicts of interest or procurement?

> **(a) What is the governance pathway for investigating and closing these matters?**

My term commenced on 9 December 2023. I am unaware of cases raised prior to this date. One case has been raised with me as Chancellor following the generalised two-up principle for a conflict of interest regarding senior executive.

The University has in place a Serious Wrongdoing Reporting Policy and Serious Wrongdoing Reporting Procedure. Reviewed and approved by Council at its meeting on 13 October 2023, the policy articulates Council and the University's commitment to building a 'speak up' culture where staff, students and affiliates are encouraged to report any conduct they reasonably believe involves wrongdoing. The policy and procedure also details how reports are investigated and escalated as required.

Further to this, the Council Risk, Audit and Compliance Committee receives a deidentified report on Serious Wrongdoing and Public Interest Disclosures twice a year. This report provides the Committee with a high-level view of reports received by the University with a brief status update on whether the report has been closed or is active. This reporting includes the identification of areas for improvement and associated implementation plan to strengthen the University's processes and compliance with the *Public Interest Disclosures Act 2022.*

(36) I note that the day prior to the hearing the University has announced the appointment of two Pro Chancellors. These are the first Pro Chancellors for the University. Who decided that the University needs Pro Chancellors? Why now when the University has been cutting jobs?

(a) Was there an open application process? Who decided the appointees?

(b) Will the Pro Chancellor receive any remuneration or reimbursements?

(c) What will the Pro Chancellors do?

(d) Will Pro-Chancellors have a role on the Council in an ex-officio capacity?

The establishment of Pro-Chancellor roles were approved by Council in August 2025 with all Pro-Chancellor appointments to be approved by Council. The role of Pro-Chancellor is an honorary title, with appointment limited to former Chancellors or Deputy Chancellors of the University. A Pro-Chancellor is a ceremonial position and Pro-Chancellors may preside at graduation ceremonies and attend other official functions on behalf of the Chancellor. This position is not remunerated. The Pro-Chancellor will be entitled to reimbursement of reasonable expenses incurred in the course of their role. Pro-Chancellors do not have a role on Council in any capacity. Further information on Pro-Chancellors may be found in the University's Honorary Awards and Titles Policy.

(37) What is your understanding of how conflicts of interest are handled at UOW?

Conflicts of interest are managed at the University of Wollongong in accordance with the University's Conflict of Interest Policy, which applies to all staff and affiliates of the University.

(38) What, if any, conflict of interest have you declared around the expansion of the Liverpool Campus?

I do not have a conflict of interest to declare around the expansion of the University's Liverpool Campus and have therefore made no such conflict of interest declaration.

(39) UOW entered into a private/public partnership with Lendlease to build student accommodation and now also the Health Precinct – given that the student accommodation deal resulted in UOW shouldering a huge debt burden, has the process for financial risk, accountability and transparency been enhanced – what's the process now?

I refer you to the responses the University provided to the NSW Budget Estimates in April and September 2024 for the background and relevant contextual information regarding the University student accommodation. As highlighted by the Vice-Chancellor in his response, there were several contributing factors relating to these matters, not least of which was the COVID-19 pandemic and its unprecedented impact.

Under its Terms of Reference, Council's Finance and Infrastructure Committee are responsible for overseeing and monitoring strategic developments and projects including progress on capital and infrastructure projects. FIC receives regular high-level updates from management on the University's Capital Management Plan and Strategic Projects. The updates include the project status and management commentary. Additional standalone reporting is provided to the Committee for significant programs of work, such as the Health and Wellbeing Precinct about which FIC receives twice-yearly dedicated reporting on.

(40) How was consultancy firm Aspirall selected, in 2024, to run workshops with staff to have 'input' into the selection of the next VC at UOW? Do you have any personal relationships with the CEO or other senior executives at Aspirall – were these disclosed?

I am aware of the company Aspirall through their work as a strategy consulting firm that works with the Boards and Executive teams of listed, private, multinational and government entities. I have used them successfully in the past, given the urgency of our needs I recommended they be considered to ensure staff, student and community views were appropriately considered to inform the recruitment process needed for a Vice-Chancellor and President. I do not have a close personal relationship with CEO or any other senior executives at Aspirall.

(41) The University has several foreign campuses, including in Saudi Arabia and Dubai. How does the university justify operating in countries where the regimes do not allow academic freedoms?

UOW's values are central to everything we do, and academic freedom is a core principle at our campuses in Australia and overseas. I note that Ms Marisa Mastroianni, Group CEO and Managing Director, University of Wollongong Global Enterprises, has responded to similar questions and I would refer you to her responses on these matters.

(42) Provide the details of the decision making behind plans to open a campus in Saudi Arabia and the timelines with dates for the development and approval of the proposal, including when it was first bought to Council and when final approval occurred.

(a) What bodies or committees considered the proposal prior to the full Council considering the proposal?

(b) What information was provided to Council in support of the proposal, including:

i. financial projections;

ii. strategic rationale;

iii. risk assessments (human rights, academic freedom, reputational risk); and

iv. advice on alignment with UOW's statutory obligations.

(c) Were any concerns raised by staff about opening a campus in Saudi Arabia, if so can you provide use with a copy of the concerns raised, how they were raised, and how they were responded to?

(d) Was a formal Council vote taken? If so:

i. what was the outcome (numbers for/against/abstentions);

ii. were votes recorded by individual councillors; and

iii. were any conflicts declared?

Ahead of UOW Council consideration of the proposal to progress planning for a University of Wollongong campus in Saudi Arabia, the proposal was explored and developed by the UOW Global Enterprises team and endorsed by the UOW Global Enterprises Board. Please refer to the response provided by Ms Marisa Mastroianni, Group CEO and Managing Director, University of Wollongong Global Enterprises, for further context and information.

I first became aware of the proposal during a meeting with Professor Patricia Davidson, former UOW Vice-Chancellor, where we discussed the promising opportunity which would require careful oversight. Professor Davidson was very enthusiastic about the prospects for this campus. She introduced me to Mr Mark Donovan, then Australian Ambassador to the Kingdom of Saudi Arabia, who was equally supportive and who noted the government's interest in and support for UOW's offshore campuses as an avenue for international engagement and impact.

Additionally, I have been advised that the University of Wollongong's Management Board (the University Executive Board) reviewed and provided feedback on the business case including the financial model, risks, alternatives and compliance with TEQSA requirements.

UOW Council was provided with a comprehensive business case that included financial projections, strategic rationale, a risk assessment and associate management plan, and alignment with UOW's statutory obligations.

I am also advised that the proposal was discussed at Academic Senate, the University's principle academic body. It is critical that Riyadh operates within the same academic and governance frameworks as other UOW campuses. Senate considered the course approvals for the proposed new campus in line with our course approvals process.

At its meeting on 21 October 2024, Council approved progressing the Saudi Arabia proposal following a detailed discussion on the opportunities and challenges without the need to proceed to a formal vote. No conflicts were declared in relation to this item.

(43) Who has ultimate oversight over UoW Global Enterprises?

As a wholly owned subsidiary of the University of Wollongong, UOW Council has ultimate oversight of UOW Global Enterprises.

UOW Global Enterprises has a Board of Directors with appropriate skills, diversity and expertise to oversee its global operations. There is UOW Staff and Council representation on the UOWGE Board to support oversight and alignment of UOW and UOWGE activities.

(44) Does UoW Council ever see line item expenditures for UoW Global Enterprises? If not, why not?

Council receives appropriate financial reporting from UOWGE including through the Council Finance and Infrastructure Committee where UOWGE Financial results are presented at every meeting. Detailed financial oversight and management of UOW Global

Enterprises fall within the responsibility of the UOW Global Enterprises Board and management team. I refer you to the responses provided by Ms Marisa Mastroianni for further detail on how this is managed.

(45) Has the University of Wollongong entered into agreements with any other university regarding the provision of teaching and research?

I am unclear what this question relates to and would need clarification to respond. I am aware of cross-institutional arrangements being made to facilitate the teach-out of students as part of the Teaching and Learning Change Plan. I am also aware that UOW collaborates with universities in Australia and overseas to support high-quality teaching and research. These partnerships provide students with valuable international academic experiences and enable staff to develop leading global research and academic networks. Collaborations are established through formal agreements and are managed within the University's governance and policy frameworks. These agreements clearly define the nature of the engagement and ensure compliance with university policies, procedures, and relevant external requirements, including those of TEQSA and applicable state and federal legislation.

(46) I note that the University of Wollongong entered into an enforceable undertaking in September with FWO and will make approximately $6.6 million in payments to 5,340 staff. While the size of the underpayment is already quite concerning, I was particularly concerned that FWO found that a key cause of the underpayments was the university's poor governance processes, and fundamental payroll system errors.

> **(a) Do you have any comments to make on this finding? Do you take any responsibility for the university's poor governance processes?**
>
> **(b) What are you doing to ensure that these poor governance processes do not affect the university moving forward?**
>
> **(c) What actions are you taking to ensure that all relevant staff receive the mandatory training, as required by the Enforceable Undertaking?**
>
> **(d) Have you identified an independent auditor to conduct the audits required by the Enforceable Undertaking. (If the auditor is identified as KPMG can this really be considered independent given a partner of KPMG has sat on Council for quite some time and will now be acting as a Pro Chancellor).**
>
> **(e) Have you convened the Joint Consultative Committee as required by the enforceable undertaking?**
>
> > **i. Who are the members of this committee?**
> >
> > **ii. What actions has this committee taken?**
> >
> > **iii. How are the proceedings and actions of this committee been shared with the**
> >
> > **University Community?**

(f) What steps has the Risk, Audit and Compliance Committee taken to prioritise and embed monitoring of compliance with the Fair Work Act, Fair Work Regulations and Industrial Instruments as required by the Enforceable Undertaking? Why was this not already a consideration of the Committee, why did it take an Enforceable Undertaking for this to occur? (If it was already included as a function how did the Committee miss such systemic underpayments?)

The University acknowledges the Fair Work Ombudsman's findings and accepts responsibility for the underpayment errors, including the contribution of deficiencies in governance processes and payroll system controls. The University has apologised to all current and former affected staff and has made remediation payments accordingly.

The University is delivering on its Enforceable Undertaking to implement the required system, process and governance improvements, with a strong focus on preventing recurrence. Council will continue to provide oversight of the University's compliance with the Enforceable Undertaking via the Risk, Audit and Compliance Committee where this has been included as a standing item on the agenda. Additionally, the Risk, Audit and Compliance Committee will also receive dedicated reporting on the University's compliance with Fair Work Requirements.

Employee pay remediation is a recognised issue across the sector. While the University acknowledges its responsibility for addressing the underpayments, it would not be accurate to attribute responsibility for this matter to a UOW Council Committee. The University has taken proactive steps to enhance governance processes and payroll systems.

Prior to the execution of the Enforceable Undertaking, Council was already receiving regular progress updated on employee pay remediation via the People and Culture Committee, Risk, Audit and Compliance Committee and the Finance and Infrastructure Committee depending on the focus of the update. This was not prompted by the Enforceable Undertaking.

I refer you to the response provided by Vice-Chancellor Professor G.Q. Max Lu for information on the auditor, training and JCC.

(47) UOW has been in Change Management since October last year and I've received reports that staff morale and wellbeing has declined during this time. These sentiments are clear from the results in the Staff Engagement Survey from June this year where 86% of staff say change isn't handled well and 78% of staff don't believe the future of UOW is positive. Can you tell us why the September Check-In Survey and the Full Staff Engagement Survey that was planned for Q4 2025 did not proceed as planned?

(a) How are you monitoring staff wellbeing and engagement if you're not checking in with them via the planned survey?

Staff morale and wellbeing is of paramount importance and I acknowledge the ongoing feedback from staff including through the Staff Engagement Survey that reflects challenges impacting staff morale. Council's People and Culture Committee are responsible for advising Council on the University's workforce strategies relating to human resources, culture and health and the safety and wellbeing of the University Community.

This includes monitoring of staff engagement survey results. The Council People and Culture Committee were advised in November 2025 that management were in the process of introducing a new employee experience platform that would provide the University with enhanced tools and capabilities to systematically gather, analyse and act on employee feedback. Following the expiration of the University's previous platform provider, the staff engagement survey was delayed to Q1 2025 to allow for this transition.

While a staff Engagement survey was not run in November 2025, I have been advised that the University has continued to monitor staff sentiment and wellbeing through a variety of forums including targeted focus groups, ongoing structured consultation, regular union/representative engagement and regular feedback via the People and Culture Division and local leaders.

The University has also continued to proactively address staff morale and wellbeing through ongoing prioritised initiatives. A key theme of the University's Vision 2035 and Strategic Plan 2030 is to cultivate a culture of belonging and excellence, with institutional KPIs being set in Q1 2026 that will be tracked and reported to Council. Further to this, the University is implementing a Values in Action framework, directly developed in response to staff engagement survey results, and a Workforce Engagement Response Plan that consolidates staff-prioritised actions arising from the June Check-In Survey.

The Council People and Culture Committee has and will continue to receive updates on the implementation of the Values in Action Framework and Workforce Engagement. Further to this, staff and student wellbeing and safety reporting is a standing item on the Council People and Culture Committee meeting agenda.

(48) At the time major restructuring decisions were taken, how many senior roles were filled on an interim/acting basis?

I take this question to relate to senior executive positions. At the time of the release of the Teaching and Learning Change Plan on 14 January 2025 there were seven senior roles filled on an interim/acting basis. At the time of the release of the UOW Operations Workplace Change Plan there were five senior roles filled on an interim/acting basis.

(49) What steps were taken to ensure continuity of institutional knowledge and effective oversight during this period?

With the exception of Professor John Dewar and Professor Mark Hoffman, the interim/acting positions were internal University staff which supported continuity of institutional knowledge. This includes the appointment of Emeritus Professor Joe Chicharo as Interim Deputy Vice-Chancellor (Global and Growth) who, prior to his current appointment, had served at the University for 36 years including as Senior Deputy Vice-Chancellor.

(50) Were accreditation bodies consulted prior to staffing reductions in affected disciplines? If not, why was this risk accepted?

I am advised that consultation with the relevant accreditation bodies was undertaken in advance of the curriculum change approval process. This engagement occurred following the endorsement of the final change plan and prior to the implementation of curriculum changes associated with the reduction of staff within the affected disciplines.

(51) What teach-out/transition plans were approved for students affected by subject/discipline closures, and how were students advised?

We take this to relate to the Teaching and Learning Change Plan. As highlighted in the University's response to the NSW Budget Estimates Supplementary Questions from September 2025 any decisions around course suspensions or discontinuations are accompanied by plans to 'teach out' any students' currently enrolled in the discontinued course so that they are able to complete their studies. Teach-out plans were developed with each faculty to identify suitable alternatives for discontinued academic items, with the goal to minimise disruption to student progression. Where no internal alternatives were available the University finalised cross-institutional student arrangements. I have been advised that these options were confirmed in early 2025.

Implementation of the Teaching and Learning Change Plan included the development of a communications plan for staff and students. Student focused communications included outreach through emails, knowledge base articles and tailored personalised support from the AskUOW team.

(52) On what basis were restrictions placed on the expenditure of externally funded research grants?

The implementation of expenditure controls was undertaken by the Interim Vice-Chancellor in consultation with the Senior Executive team. The Council Finance and Infrastructure Committee were briefed on the budget remediation initiatives, noting that this was being managed by a budget stabilisation group led by the Interim Vice-Chancellor.

In July 2024, the then Interim Vice-Chancellor announced a range of expenditure controls designed to control costs and reduce a significant budget gap, resulting from a significant downturn in international student enrolments compared to budget and the existing financial position. This included measures relating to travel, recruitment and management of leave balances, as well as stronger oversight of operational budgets across the senior executive.

Both travel and recruitment controls had specific exemptions for externally funded activity, such as government grants of contractual agreements with external partners. Not all travel was banned, and where external funding or contracts were in place, researchers could travel to fulfil those obligations.

(53) Did UOW seek advice as to compatibility with grant funding agreements (ARC/NHMRC etc.)? If so, please provide the advice or a summary.

I have been advised that expenditure controls that were put in place had specific exemptions for externally funded activity, such as government grants. The intent of the expenditure control measures were to reduce costs relating to operating budgets.

	2020	2021	2022	2023	2024	2025	2026
Finance and Infrastructure Committee**	N/A	N/A	Mr Robert Ryan (Chair*) Ms Merran Dawson (Chair*) Professor Patricia Davidson Mr David Groves Ms Eve Steinke Ms Sarah Vogel	Ms Merran Dawson (Chair) Professor Patricia Davidson Mr David Groves Mr Robert Ryan Mr Warwick Shanks Ms Eve Steinke* Ms Susan Zhang	Mr Michael Still (Chair*) Ms Merran Dawson (Chair*) Ms Elli Baker* Professor John Dewar* Mr David Groves Mr Robert Ryan*	Mr Michael Still (Chair) Dale Clark Ms Merran Dawson Ms Elli Baker Senior Professor Eileen McLaughlin* Professor G.Q. Max Lu*	Ms Merran Dawson (Chair) Ms Elli Baker Mr Dale Clark Professor G.Q. Max Lu Mr Michael Still Distinguished Professor Gordon Wallace
Finance and Resources Committee	Mr Robert Ryan (Chair) Professor Theo Farrell* Mr David Havyatt* Mr Yuxi Ruan* Mr Warwick Shanks Associate Professor Rodney Vickers Professor Paul Wellings CBE*	Mr Robert Ryan (Chair) Mr Warwick Shanks Mr David Groves Ms Yannan Li* Professor Melanie Randle Professor Paul Wellings CBE* Professor Patricia M. Davidson*	N/A	N/A	N/A	N/A	N/A
Risk, Audit and Compliance Committee	Mr Greg West (Chair) Mr Paul Ell Dr Bronwyn Evans* Ms Nieves Murray	Mr Greg West (Chair) Mr Paul Ell Ms Merran Dawson* Ms Nieves Murray	Mr Greg West (Chair) Ms Katherine McConnell Ms Merran Dawson Ms Nieves Murray	Mr Greg West (Chair) Ms Katherine McConnell* Mr Nieves Murray Mr Mike Sneesby	Mr Greg West (Chair) Katherine McConnell* Professor Simon Moss* Ms Nieves Murray* Samantha Peace Mr Mike Sneesby Associate Professor Gökhan Tolun*	Ms Nieves Murray (Chair) Emeritus Professor Joan Cooper* Ms Rebekah Horne Professor G.Q. Max Lu* Senior Professor Eileen McLaughlin* Ms Samantha Peace Mr Mike Sneesby* Associate Professor Gökhan Tolun Mr Greg West	Mr Anthony Bohm (Chair) Ms Katherine Baker Emeritus Professor Joan Cooper Ms Rebekah Horne Professor G.Q. Max Lu Professor Alfredo Paloyo Ms Samantha Peace Mr Greg West
Honorary Awards Committee	Ms Jillian Broadbent AC (Chair)* Ms Christine McLoughlin (Chair)* Ms Monique Harper-Richardson* Professor Valerie Linton Dr Elizabeth Magassy Ms Leanne Newsham* Professor Richard Roberts Professor Greg Rose* Mr Warwick Shanks Professor Wilma Vialle*	Ms Christine McLoughlin AM (Chair) Ms Monique Harper-Richardson Professor Valerie Linton* Professor Grace McCarthy* Dr Elizabeth Magassy Professor Richard Roberts Professor Greg Rose Mr Warwick Shanks Professor Paul Wellings CBE* Professor Patricia M. Davidson	Ms Christine McLoughlin AM (Chair) Professor Patricia Davidson Ms Emily Osborne* Professor Grace McCarthy Professor Greg Rose* Ms Monique Harper-Richardson* Ms Natalie Piucco Professor Nina Reynolds* Professor Richard Roberts Mr Warwick Shanks	Ms Christine McLoughlin (Chair) Professor Patricia Davidson Ms Natalie Piucco Professor Nina Reynolds*	Mr Michael Still (Chair) Professor John Dewar Professor Nina Reynolds Mr Warwick Shanks Ms Susan Zhang	Mr Michael Still (Chair) Professor G.Q. Max Lu Professor Nina Reynolds Mr Warwick Shanks Distinguished Professor Gordon Wallace	Mr Michael Still (Chair) Professor G.Q. Max Lu Professor Nina Reynolds Distinguished Professor Gordon Wallace
Performance and Remuneration Committee	Ms Jillian Broadbent AC (Chair) Mr David Groves Dr Elizabeth Magassy Mr Robert Ryan	Ms Christine McLoughlin AM (Chair) Mr David Groves Dr Elizabeth Magassy Mr Robert Ryan	Ms Christine McLoughlin AM (Chair) Mr David Groves Ms Merran Dawson* Mr Robert Ryan Mr Warwick Shanks	Ms Christine McLoughlin (Chair) Ms Merran Dawson Mr David Groves Mr Robert Ryan	Mr Michael Still (Chair) Ms Merran Dawson Mr David Groves* Ms Nieves Murray Mr Greg West Mr Warwick Shanks	Mr Michael Still (Chair) Ms Merran Dawson* Ms Nieves Murray Mr Greg West	Mr Michael Still (Chair) Mr Syed Ahmed Ms Merran Dawson Ms Nicky Sloan Mr Greg West
Chancellor Robert Hope Memorial Prize Selection Committee***	Ms Christine McLoughlin (Chair)* Ms Theresa Hoynes Professor Greg Rose Mr Warwick Shanks	Professor Patricia M. Davidson Ms Christine McLoughlin AM (Chair) Ms Theresa Hoynes Professor Greg Rose Mr Warwick Shanks	Ms Christine McLoughlin AM (Chair) Professor Nina Reynolds Mr Warwick Shanks Dr Kellie Ridges	Mr Warwick Shanks (Chair) Professor Nina Reynolds	Professor Nina Reynolds	Mr Warwick Shanks (Chair) Mr Kyle Hewitt Professor Nina Reynolds Mr Daniel Simpson	Ms Merran Dawson (Chair) Mr Kyle Hewitt Professor Nina Reynolds Mr Jason Cocks
Council Nominations Committee	Ms Jillian Broadbent AC (Chair) Professor Joe Chicharo OM Dr Elizabeth Magassy Ms Nieves Murray Professor Paul Wellings CBE Mr Greg West	Ms Christine McLoughlin AM (Chair) Dr Elizabeth Magassy* Ms Nieves Murray Mr David Groves Professor Paul Wellings CBE* Professor Patricia M. Davidson* Mr Greg West* Mr Warwick Shanks	Ms Christine McLoughlin AM (Chair) Professor Patricia Davidson Mr David Groves Mr Robert Ryan Mr Warwick Shanks	Ms Christine McLoughlin (Chair) Professor Patricia Davidson Mr Robert Ryan Mr Warwick Shanks	Mr Michael Still (Chair) Ms Merran Dawson Mr David Groves* Ms Nieves Murray Mr Greg West Mr Warwick Shanks	Mr Michael Still (Chair) Mr Syed Ahmed* Ms Merran Dawson* Professor G.Q. Max Lu* Ms Nieves Murray Mr Warwick Shanks	Mr Michael Still (Chair) Mr Syed Ahmed Ms Merran Dawson Professor G.Q. Max Lu
People and Culture Committee	N/A	N/A	Mr Warwick Shanks (Chair) Professor Patricia Davidson Professor Greg Rose* Mr Jackson Cocks Professor Melandie Randle Ms Nieves Murray* Professor Nina Reynolds*	Mr Warwick Shanks (Chair) Professor Patricia Davidson Ms Nieves Murray* Professor Melanie Randle Professor Nina Reynolds Ms Lara Warwick*	Mr Warwick Shanks (Chair) Professor Patricia Davidson* Professor John Dewar* Professor Simon Moss* Ms Nieves Murray Professor Nina Reynolds Ms Lara Warwick	Mr Greg West (Chair) Mr Syed Ahmed* Professor G.Q. Max Lu* Senior Professor Eileen McLaughlin* Ms Nieves Murray Professor Nina Reynolds	Ms Nicky Sloan (Chair) Professor G.Q. Max Lu Ms Nieves Murray Professor Nina Reynolds Mr Greg West
Program Control Board	N/A	N/A	N/A	N/A	Mr Michael Still (Chair) Ms Merran Dawson Professor John Dewar Ms Nieves Murray* Ms Ellenie Petrou Mr Warwick Shanks Mr Greg West Mr Matthew Wright	Mr Michael Still (Chair) Professor John Dewar* Senior Professor Eileen McLaughlin* Ms Nieves Murray Professor G.Q. Max Lu* Ms Ellenie Petrou* Mr Stephen Phillips* Mr Greg West Mr Matthew Wright*	Mr Michael Still (Chair) Mr Syed Ahmed Mr Anthony Bohm Ms Merran Dawson Professor G.Q. Max Lu Ms Ellenie Petrou Mr Stephen Phillips Ms Nicky Sloan
Cybersecurity Committee/SubCommittee	N/A	N/A	N/A	Ms Merran Dawson (Chair) Professor Patricia Davidson Ms Natalie Piucco Mr Greg West*	Ms Merran Dawson (Chair) Professor Patricia Davidson* Professor John Dewar* Ms Natalie Piucco Associate Professor Gökhan Tolun Mr Greg West	N/A	N/A
Philanthropy Committee	N/A	N/A	N/A	N/A	N/A	Mr Warwick Shanks (Chair) Mr David Groves Professor G.Q. Max Lu* Senior Professor Eileen McLaughlin* Ms Natalie Piucco Mr Michael Still Ms Vicki Tiegs*	Mr Warwick Shanks (Chair) Mr Kyle Hewitt Professor G.Q. Max Lu Mr Michael Still Ms Vicki Tiegs
Digital, Technology and AI Advisory Committee	N/A	N/A	N/A	N/A	N/A	N/A	Mr Syed Ahmed (Chair) Ms Merran Dawson Professor G.Q. Max Lu Mr Baker Tamory
Council Committee of Appeal****							

* Member only part of the year
** Previously Finance and Resources Committee
*** The Chancellor Robert Hope Memorial Prize Selection Committee meetings were held in January 2021 due to changes in academic session dates required in response to COVID-19 impacts.

****The Council Committee of Appeal members is appointed when the Committee is required to convene. When it does, the membership comprises a Deputy Chancellor (as Chair), one external member of Council, one academic staff member of Council and one student member of Council.

University	Council Committees	Chair	Number of committees	Chaired by Chancellor	% chaired by Chancellor
Australian Catholic University (ACU)	1. Senate Standing Committee 2. Audit and Risk Committee 3. Finance and Resources Committee 4. Honorary Awards Committee 5. Academic Board	1. Chancellor, The Hon Martin Daubney AM KC 2. Robert Baker (external appointment) 3. Virginia Bourke, Pro-Chancellor 4. Chancellor, The Hon Martin Daubney AM KC 5. Professor Timothy McKenry	5	2	40%
Charles Sturt University (CSU)	1. Academic Senate 2. Council Executive Committee 3. Audit and Risk Committee 4. Finance and Strategy Committee 5. Nomination and Remuneration Committee	1. Professor Wilma Vialle 2. Chancellor Dr Michele Allan 3. Michelle Beveridge (external member) 4. Dr Saranne Cooke (Deputy Chancellor) 5. Chancellor Dr Michele Allan	5	2	40%
Macquarie University	1. Audit and Risk Committee 2. Academic Senate 3. Finance and Facilities Committee 4. Honorary Awards Committee 5. Information Management and Technology Special Purpose Committee 6. Nominations and Remuneration Committee	1. Michael Book (external member) 2. Professor Jacqueline Phillips 3. Lyn Cobley (graduate member) 4. Chancellor, Dr Martin Parkinson AC PSM 5. Chancellor, Dr Martin Parkinson AC PSM 6. Chancellor, Dr Martin Parkinson AC PSM	6	3	50%
Southern Cross University	1. Chancellor's Committee 2. Finance and Investment Committee 3. Audit and Risk Management Committee 4. Honorary Awards Committee 5. People and Culture Committee 6. Academic Board	1. Chancellor, Sandra McPhee AM 2. Jonathan Rourke (external member) 3. Scott Noble (external member) 4. Chancellor, Sandra McPhee AM 5. Geoff Stalley (Deputy Chancellor) 6. Associate Professor Desiree Kozlowski	6	2	33%
The University of New England (UNE)	1. Audit & Risk Committee 2. Academic Board 3. Finance & Infrastructure Committee 4. Honorary Degrees, Titles & Tributes Committee 5. Nominations Committee 6. Remuneration Committee 7. Standing Committee of Council	1. Ian Gillespie (external member) 2. Professor Adrian Walsh 3. David van Aanholt (external member) 4. Chancellor, Dr Sarah Pearson 5. Chancellor, Dr Sarah Pearson 6. Chancellor, Dr Sarah Pearson 7. Chancellor, Dr Sarah Pearson	7	4	57%
University of New South Wales (UNSW)	1. Audit Committee 2. Finance and Strategy Committee 3. Honorary Degrees Committee 4. Information Technology Committee 5. Remuneration and People Committee 6. Safety and Risk Committee 7. Academic Board	1. Mark Johnson (external member) 2. Chancellor, Warwick Negus 3. Chancellor, Warwick Negus 4. Gerard Florian (external member) 5. Chancellor, Warwick Negus 6. Vacant (external member) 7. President, Academic Board	7	3	43%
University of Newcastle	1. Chancellor's Committee 2. Nominations and Governance Committee 3. People and Culture Committee 4. Finance and Infrastructure Committee 5. Finance and Infrastructure Sub-Committee 6. Risk Committee 7. Academic Senate	1. Chancellor, The Hon. Patricia Forsythe AM 2. Chancellor, The Hon. Patricia Forsythe AM 3. Julie Phillips (external member) 4. Noel Cornish AM (external member) 5. Kate Howitt (FIC Chair Nominee) 6. Professor Michael Di Rienzo 7. President, Academic Senate	7	2	29%
University of Sydney	1. Building and Estates Committee 2. Finance Committee 3. Finance Investment Sub-Committee	1. Susan Lloyd Hurwitz AM (Senate Fellow) 2. Karen Moses OAM (Senate Fellow) 3. Dr Lisa McIntyre (Senate Fellow)	7	0	0%

	4. People, Culture and Safety Committee 5. Audit, Risk and Compliance Committee 6. Nominations and Governance Committee 7. Honorary Awards Committee 8. Academic Board	4. Shirley Chowdhary (Senate Fellow) 5. Jason Yat-Sen Li (Senate Fellow and Pro-Chancellor) 6. Emeritus Professor Alan Pettigrew (Deputy Chancellor) 7. Emeritus Professor Alan Pettigrew (Deputy Chancellor) 8. Professor Jane Hanrahan			
University of Technology Sydney (UTS)	1. Academic Board 2. Audit and Risk Committee 3. Finance Committee 4. Governance Committee 5. Honorary Awards Committee 6. Infrastructure Committee 7. Nominations Committee 8. Remuneration Committee 9. Student/Council Liaison Group	1. Professor Lynn Sinclair 2. Dr Jack Steele (external member) 3. Richard Howes (external member) 4. Chancellor, Michael Rose AM 5. Chancellor, Michael Rose AM 6. Richard Fleming (external member) 7. Chancellor, Michael Rose AM 8. Chancellor, Michael Rose AM 9. Dr Lisa O'Brien AM (external member)	9	4	44%
University of Western Sydney (WSU)	1. Academic Senate 2. Audit and Risk Committee 3. Remuneration and Nominations Committee 4. Cyber and Information Technology Committee 5. Finance and Investment Committee 6. People and Culture Committee	1. Professor Robert Mailhammer 2. Elizabeth Dibbs (Deputy Chancellor) 3. Chancellor, Professor Jennifer Westacott AC 4. Lee Pinder (Interim Pro-Chancellor and Board member) 5. Kerry Stubbs (Board member) 6. Gabrielle Trainor (Pro-Chancellor and Board member)	6	1	17%
		Average	**6.5**	**2.3**	**35%**
University of Wollongong (UOW)	1. Council Nominations Committee 2. Digital, Technology and AI Advisory Committee 3. Council Committee of Appeal 4. Finance and Infrastructure Committee 5. Honorary Awards Committee 6. People and Culture Committee 7. Performance and Remuneration Committee 8. Risk, Audit and Compliance Committee 9. Philanthropy Committee 10. Chancellor Robert Hope Memorial Prize Selection Committee 11. Program Control Board 12. Academic Senate	1. Chancellor, Michael Still 2. Syed Ahmed (external Council member) 3. Merran Dawson (Deputy Chancellor) 4. Merran Dawson (Deputy Chancellor) 5. Chancellor, Michael Still 6. Nicky Sloan (external Council member) 7. Chancellor, Michael Still 8. Anthony Bohm (external Council member) 9. Warwick Shanks OAM (Pro-Chancellor) 10. Merran Dawson (Deputy Chancellor) 11. Chancellor, Michael Still 12. Professor Nina Reynolds	12	4	33%