
COUNCIL MEETING SUMMARY

The following matters, which may be of interest to the staff and students of the University, were considered by the University Council at its meeting of 22 August 2025.

Vision 2035 and Strategic Plan 2030

Council received a briefing from the Vice-Chancellor and President and the Chief Strategy Officer on the University's Vision 2035 and Strategic Plan 2030 that sets the University on the path to becoming a Top 10 university in Australia and a Top 100 university globally. The strategy is defined by one powerful idea: **we think global, act local, and deliver impact through connection**, drawing strength from our regional roots and amplifying it across our global networks to empower student success, drive research excellence, strengthen community engagement and secure long-term financial resilience. The strategy will be delivered across three key horizons, with Horizon 1 (2025-2027) focused on establishing financial sustainability and to position UOW for growth and impact. Council approved the Vision 2035 and Strategy Plan 2030 commending its aspirations and focus on people at the centre, noting the University's core strengths lie in our passionate and dedicated community.

Transformation Program Update

Council received an update on the FutureUOW Transformation Program and the UOW Operations Workplace Change Final Change Plan that was released to staff on Monday 25 August 2025. Council noted the amendments to proposal, including a reduction in the number of FTEs affected to ensure the University has the resources, skills and capability to deliver on our core mission of teaching and research and to support the implementation of the University Vision 2035 and Strategic Plan 2030. Council further noted that University management will review non-salaried expenditure to identify further cost savings for the University to be financially sustainable given the ongoing impacts of the disruption in international student recruitment. Council discussed the range of measures and initiatives to monitor and support staff wellbeing during this challenging period and the importance of resetting and rebuilding the University's culture to improve staff morale and trust across the organisation.

Renewable Energy Strategy

The Director of the Energy Futures Network, Professor Ty Christopher, presented to Council on the University's strengths in renewable energy research and potential opportunities to collaborate with industry and government to support the clean energy transition and to position UOW and the Illawarra region as a leader in clean energy innovation, industrial transformation, and regional renewal. Professor Ty Christopher highlighted that the Energy Futures Network is a multi-disciplinary initiative that meets regularly and is open to all academics. Council highlighted the alignment between the renewable energy strategy and UOW's Vision 2035 and Strategic Plan 2030 and expressed strong support for this initiative. Council members provided feedback to the Director, Energy Futures Network and requested additional opportunities are explored and brought back to Council for further discussion.

Chancellor's Report

The Chancellor provided members with an update of key activities undertaken by the Chancellor and Council since the last Council meeting including an event held to officially rename the UOW pool in honour of Emma McKeon AM and her achievement of an Honorary Doctor of Health Sciences at UOW and the UOW 50 Artists: 50 Years Art Exhibition Opening Event. The Chancellor also reflected on the UOW Graduation Ceremonies, held between 15 July – 18 July, as a key highlight of the year, standing as both a celebration of the achievements of our students and staff, and a reminder of our core mission as a University. Lastly, the Chancellor highlighted the upcoming 50th Anniversary Awards and Gala Dinner, scheduled for the 12 September 2025 and encouraged members to attend and celebrate UOW's transformative impact across education, research and innovation.

As part of the Chancellor's Report, Council also approved the establishment of Pro-Chancellor roles. The role of Pro-Chancellor is an honorary title limited to former Chancellors or Deputy Chancellors of the University. A Pro-Chancellor is appointed as a ceremonial position by the University Council and Pro-Chancellors may preside at graduation ceremonies and attend other official functions when the Chancellor is unavailable. The establishment of Pro-Chancellor roles would enable past Chancellors and Deputy Chancellors to continue their meaningful engagement with the University.

Further Reports Received

Council also received the following reports and updates:

- An annual briefing on Council Members Duties and Obligations
- An update on the University's pay remediation program
- Vice-Chancellor's Report including a targeted self-assurance statement on the University's compliance against selected *Higher Education Standards Framework (Threshold Standards)* requested by Council
- Academic Senate Report
- Council Committee of Appeal Report
- Finance and Infrastructure Committee Report
- People and Culture Committee Report
- Performance and Remuneration Committee Report
- Philanthropy Committee Report
- Program Control Board Report
- Risk, Audit and Compliance Committee Report