
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 5 December 2025.

2026 – 2030 Budget and Outlook

University management presented a provisional budget for 2026 to Council for approval. The provisional budget was based on projected growth in international student enrolments along with cost savings and implementation costs for the Transformation Program. Major ongoing strategic project spend in 2026 includes the Liverpool Growth Project, the Health and Wellbeing Precinct and the Digital Enterprise Architecture Roadmap. Accordingly, Council also received updated on the Liverpool Campus project and the Digital Enterprise Architecture Roadmap at the 5 December 2026 meeting.

In Q1 2026 University management will have greater clarity on (1) student enrolment figures, (2) progress on the implementation of the UOW Operations Workplace Change final change plan and (3) the Complaints, SARC and WHS and P&C Business Partnering final change plans which will inform adjustments to the 2026 budget. Council approved the provision budget put forward for 2026, noting that the final 2026 University budget will be brought to Council in March 2026 for approval.

National Higher Education Code to Prevent and Respond to Gender Based Violence

The National Higher Education Code to Prevent and Respond to Gender Based Violence takes effect from January 1 2026. The University established a National Code project office and working group which developed a Gender Based Violence Prevention and Response Plan, and outcomes framework, new and updated policies and proposed governance arrangements to support the University's compliance with the National Code. The University's Prevention and Response Plan and Outcomes Framework were drafted using the template and supporting worksheets supplied by the Department of Education and were endorsed by Council for submission by the Vice-Chancellor to the Department of Education in January 2026. The whole of organisation plan and associated requirements will be shared with University staff, students and key stakeholders in 2026 and supported by a dedicated web page that includes a range of support materials and collateral.

UOW International Engagement and Activities - 2025

Council received a briefing from the Interim Deputy Vice-Chancellor (Growth and Global) and the Executive Director, Future Students and International Engagement on the University's international engagement activities for 2025, including progress against the Internationalisation Review Recommendations, key achievements in global partnerships, transnational education, student mobility and international student recruitment. Council discussed the ongoing positive collaboration and communication between UOW Australian and UOW Global Enterprises to improve whole-of-organisation outcomes and support the University's Vision 2035 and Strategic Plan 2030. Council also discussed the *Education Legislation Amendment (Integrity and Other Measures) Act 2025* which will increase compliance and requirements around Transnational Education, noting that Council will receive updates as the legislation is implemented and the University implements process changes required.

Council and Council Committee Appointments

Council noted that Nieves Murray, Warwick Shanks OAM, David Groves, Natalie Piucco, Elli Baker and Associate Professor Gökhan Tolun's terms on Council conclude on 31 December 2026 and passed a motion of thanks to members for their significant contributions to Council. Council approved the appointment of Nieves Murray and Warwick Shanks OAM as Pro-Chancellors, an honorary and ceremonial role that may represent the Chancellor and the Deputy Chancellor in ceremonial functions, including presiding at graduation ceremonies. With both Nieves Murray and Warwick Shanks OAM stepping off Council, Council elected Councillor Merran Dawson as Deputy Chancellor. Having served on Council since 2021 and with broad experience of governance, risk and compliance, Council is looking forward to continuing to work with the new Deputy Chancellor.

Council also approved the appointment of Nicky Sloan, CEO of Community Industry Group, as an external member of Council and Anthony Bohm, Founding Partner, Pangaea Impact Investments, as the Graduate Member of Council, noting their strong leadership experience and deep expertise in higher education, sustainability, social advocacy and government engagement.

Additionally, Council approved the establishment of a Digital, Technology and AI Advisory Committee (DTAIAC) from 1 January 2026 noting that the University will be entering a multi-year period of significant digital transformation with a reprioritised Digital Enterprise Architecture (EA) Roadmap requiring major investment, strong governance and sustained expert oversight. The Digital, Technology and AI Advisory Committee will provide expert, independent advice to the University Executive Board (UEB), the Finance and Infrastructure Committee (FIC) and the Risk, Audit and Compliance Committee on strategic digital direction, major technology investments, institutional-wide AI strategy and risks associated with digital change. The DTAIAC will be chaired by Council Ministerial Appointment Syed Ahmed.

Further Reports Received

Council also received the following reports and updates:

- Woolyungah Indigenous Centre Update
- UOW Innovations Proposal
- Transformation Program Update
- Chancellor's Report
- Vice-Chancellor's Report
- Chief Financial Officer's Report
- Academic Senate Report
- Finance and Infrastructure Committee Report
- Nominations Committee Report
- Performance and Remuneration Committee Report
- People and Culture Committee Report
- Program Control Board Report
- Risk, Audit and Compliance Committee Report
- University Executive Board Report