



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

University of Wollongong

SUPPLEMENTARY QUESTIONS – NSW BUDGET ESTIMATES

NSW Budget Estimates – Supplementary Questions

Questions from Ms Sue Higginson MLC

University investments

- (1) What is the total sum of university investments, both direct and indirect, in fossil fuels?**

Nil, as at 30 June 2025.

- (2) Can you please provide a complete list of partnerships with fossil fuel companies or lobby groups over the last 5 years?**

UOW was founded in 1975 to meet the needs of a region built on steel, mining and heavy industry. For 50 years, UOW has maintained strong partnerships with the sectors that shaped its community, and these relationships reflect our commitment to supporting the region's economic foundations while also driving progress. We are proud to be working collaboratively with industry to explore innovative solutions that address the complex social, environmental and economic challenges associated with these industries, ensuring a more sustainable and resilient future for our communities. Some examples are outlined below.

UOW is a partner alongside University of Western Australia in the Australian Research Council (ARC) Hub for Transforming energy Infrastructure through Digital Engineering (TIDE). This Centre is supported by government and includes a range of industry partners, some of which are fossil fuel companies. This work will transform the operation of Australia's offshore energy infrastructure, helping to improve safety, and lower environmental impacts. This research activity is critical and can only be done in collaboration with industry partners.

Similarly, UOW academics in Mining Engineering collaborate with the Australian Coal Association Research Program, while UOW's School of Mechanical, Materials, Mechatronic and Biomedical Engineering also has ongoing collaboration with gas pipeline operators. This work is primarily related to the transitioning of such pipes from natural gas to hydrogen or carbon dioxide, which will be critical infrastructure in a net zero economy. Importantly, all of our research collaborations and partnerships are governed by the principles outlined in UOW's Research Sponsorship and Collaboration Policy.

In the teaching space, UOW has an existing partnership with the NSW Minerals Council to support scholarships for students undertaking mining engineering courses. The Minerals Council contributed \$1.25 million to UOW to strengthen and modernise our mining engineering program over the next five years. This strategic partnership will enable UOW to deliver a cutting-edge curriculum, expand student leadership and industry engagement opportunities, and position graduates at the forefront of a rapidly evolving resources sector. Importantly, this partnership underscores UOW's commitment to shaping a new generation of engineers equipped with the skills to drive innovation, sustainability and responsible mining practices. UOW has also partnered with mining sector organisations such as Yancoal, South32 and Hume Coal to provide valuable scholarships for students pursuing careers in the industry.

- (3) What is the total sum of university investments, both direct and indirect, in Israeli corporations?**

Nil, as at 30 June 2025.

- (4) Can you please provide a complete list of partnerships with Israeli corporations over the last 5 years?**

I am advised UOW has no known partnerships with Israeli corporations. UOW previously had a student exchange partnership with The Hebrew University of Jerusalem which expired in 2024.

(5) What is the total sum of university investments, both direct and indirect, in weapons corporations?

Nil, as at 30 June 2025.

(6) Can you please provide a complete list of partnerships with weapons corporations or lobby groups over the last 5 years?

I am advised UOW has no known research partnerships directly with weapons corporations or lobby groups. UOW academics are involved in research activity related to the defence industry, including through the University's engagement with the DMTC that aims to support projects that strengthen Australia's defence and sovereign capability, which is in the national interest. An example is the DMTC's work that involves the Australian Government, ANSTO, BAE Systems Maritime and UOW to develop advanced welding technologies for use on naval shipbuilding programs. Importantly, all of our research collaborations and partnerships are governed by the principles outlined in UOW's Research Sponsorship and Collaboration Policy.

(7) What is the total sum of university investments, both direct and indirect, in gambling companies?

Nil, as at 30 June 2025.

(8) How much does the university have directly or indirectly invested in gambling companies or poker machine manufacturers?

Nil, as at 30 June 2025.

(9) Can you please provide a complete list of partnerships with the gambling industry over the last 5 years?

I am advised UOW has no known research partnerships with the gambling industry.

(10) What existing partnerships does the University have with Israeli Academic Institutions?

UOW previously had a student exchange partnership with The Hebrew University of Jerusalem which expired in 2024. UOW staff may collaborate with academics from Israeli universities, resulting in the publishing of journal articles. Since 2020, UOW is aware of only one journal article published in collaboration with a colleague at an Israeli university.

(11) What is the total sum of money held in any assets with, or investment in directly or indirectly, the following companies:

- a. BAE Systems?
- b. Lockheed Martin?
- c. Northrop Grumman?
- d. Elbit Systems?
- e. Electro Optic Systems?
- f. Raytheon?
- g. Thales?
- h. Boeing?
- i. Chrysos Corporation?
- j. NIOA Group?
- k. Airbus Group?
- l. ASC?
- m. IBM?
- n. QINETIQ?
- o. SAAB?
- p. DXC?
- q. ExecuJet MRO Services?
- r. Dassault?
- s. Bouygues?

- t. NSO Group?
- u. Q Cyber Technologies?
- v. Intellexa
- w. Maravilhas Solutions?
- x. Stone & Chalk?
- y. AustCyber?
- z. Red Piranha?
- aa. Willyama Services?
- bb. Alethea?
- cc. Cybersixgill?
- dd. Alchemy Security Consulting?
- ee. 11point2?
- ff. Vectra?
- gg. Splunk Sention?
- hh. Rli. Technology?
- ii. Providence Consulting Group?
- jj. Redarc?
- kk. Hanwha?
- ll. Ferra?
- mm. HTA?
- nn. Quickstep?
- oo. Ionize?
- pp. Insync Solutions?
- qq. Fifth Domain?
- rr. DTEX?
- ss. CyberOps?
- tt. Wabtec Corporation?
- uu. SOIO?
- vv. School of Information Operations?
- ww. Coherics?
- xx. Caterpillar?
- yy. Dassault Systèmes?
- zz. General Dynamics?
- aaa. shkosh?
- bbb. Rheinmetall AG?
- ccc. Rolls-Royce Power Systems?
- ddd. RTX?
- eee. ThyssenKrupp?

Nil, as at 30 June 2025.

- fff. What is the total monetary value of funding received by the University from these companies in the form of:**
- i. Research grants or other sources of funding?
 - ii. Sponsorship of facilities, programs or events?
 - iii. Scholarships?
 - iv. Consulting fees for university expertise?
 - v. Licensing fees?
 - vi. Equipment donations or discounted purchases?

In the period 2023-2025 (to date), UOW did not receive any funding from these companies.

- ggg. Has the University paid money to any of these companies for:**
- i. Licensing fees to use corporate software, databases, or technology?
 - ii. Equipment and service purchases?
 - iii. Consulting fees?
 - iv. Facility rental or co-location costs?

In the period 2023-2025 (to date) recorded equipment and services purchases to the following companies:

- ThyssenKrupp – elevator service and maintenance contract.
- DXC – Oracle Cloud support partner services.

hhh. What is the total monetary value of costs paid by the University to these companies?

In the period 2023-2025 (to date):

- ThyssenKrupp - \$271,701 (2023) and \$71,973 (2024).
- DXC - \$831,626 (2023), \$489,233 (2024) and \$1,320,859 (YTD 2025).

iii. Has the University made any joint venture investments with any of these companies?

UOW has no joint venture investments with any of these companies.

jjj. Will the University commit to divesting from these companies, who have been named by international lawyers as complicit in Israel's genocide in Gaza?

Noting that UOW does not have any investments in the companies listed above, this question is not applicable.

(12) What is the total sum of money held in any assets with, or investment in directly or indirectly, the following companies:

- a. Woodside Energy Group?
- b. Santos Limited?
- c. Origin Energy?
- d. Beach Energy Limited?
- e. Karoon Energy Ltd?
- f. AED Oil?
- g. Ampol?
- h. Australian Worldwide Exploration?
- i. Beach Energy?
- j. Blue Ensign Technologies?
- k. ExxonMobil Australia?
- l. Gull Petroleum?
- m. HWR Group?
- n. Penrite?
- o. Queensland Energy Resources?
- p. Roc Oil Company?
- q. Senex Energy?
- r. Shell Australia?
- s. Woodside Energy?
- t. Xtract Oil?
- u. Chevron Corporation?
- v. Shell PLC?
- w. BHP?
- x. BP PLC?
- y. Anglo Coal Australia Ltd?
- z. Bloomfield Collieries Pty Ltd?
- aa. Hunter Valley Energy Coal (HVEC)?
- bb. Centennial Coal?
- cc. Coalpac Pty Ltd?
- dd. Cornwall Coal?
- ee. Donaldson Coal Pty Ltd?
- ff. Enhance Place Pty Ltd?
- gg. Ensham Resources Pty Ltd?
- hh. Felix Resources Limited?
- ii. Yancoal?
- jj. Foxleigh Mining Pty Ltd?
- kk. Idemitsu?

II. Ensham Resources?
mm. Illawarra Coal Holdings Pty Ltd?
nn. Appin West?
oo. Jellinbah Group?
pp. Lithgow Coal Company Pty Ltd?
qq. Macarthur Coal?
rr. Muswellbrook Coal Company Ltd?
ss. New Hope Group?
tt. Peabody Energy Australia?
uu. Rio Tinto Coal Australia?
vv. Vale?
ww. Wesfarmers Coal Ltd?
xx. Whitehaven Coal?
yy. Glencore Holdings Pty Limited?
zz. ActewAGL?
aaa. Alinta Energy?
bbb. APA Group (Australia)?
ccc. Australian Gas Networks?
ddd. Carbon Energy?
eee. Engie Australia?
fff. Fremantle Gas and Coke Company?
ggg. Gladstone LNG?
hhh. Jemena?
iii. Kleenheat Gas?
jjj. Linc Energy?
kkk. Multinet Gas?
III. QGC?
mmm. South Australian Gas Company?
nnn. State Energy Commission of Western Australia?

Nil, as at 30 June 2025.

ooo. What is the total monetary value of funding received by the University from these companies in the form of:
i. Research grants or other sources of funding?
ii. Sponsorship of facilities, programs or events?
iii. Scholarships?
iv. Consulting fees for university expertise?
v. Licensing fees?
vi. Equipment donations or discounted purchases?

In the period 2023-2025 (to date), UOW has received \$1,031,267.41.

ppp. Has the University paid money to any of these companies for:
i. Licensing fees to use corporate software, databases, or technology?
ii. Equipment and service purchases?
iii. Consulting fees?
iv. Facility rental or co-location costs?

No.

qqq. What is the total monetary value of costs paid by the University to these companies?

Nil.

rrr. Has the University made any joint venture investments with any of these companies?

UOW has no joint venture investments with any of these companies.

sss. Will the University commit to divesting from these fossil fuel companies?

Noting that UOW does not have any investments with the companies listed above, this question is not applicable.

Jillian Segal Recommendations

(13) What steps has your University taken to push back against Jillian Segal's report's recommendation for government funding to be withheld from universities, programs or individuals within universities?

We are awaiting the Federal Government's response to the Special Envoy's Report. In the meantime, we continue to engage constructively with government to explore areas for improvement and to help promote a safe and respectful university community.

UOW upholds the principles of academic freedom and free speech, encourages open expression, free and respectful debate, and respects the right to peaceful protest. We strongly support free speech in our community but have no tolerance for any form of racism, vilification, hate speech, threatening speech, bullying, harassment or any form of discrimination.

(14) Given Jillian Segal claimed in her report that "We are on a dangerous trajectory where young people raised on a diet of disinformation and misinformation about Jews today risk becoming fully-fledged antisemites tomorrow", can you point to any specific examples of this disinformation?

a. Do you share the concerns of your students that genuine criticism of the genocide in Gaza is being conflated with criticism of Jewish people?

No, I cannot point to any specific examples at UOW. We are committed to maintaining a safe and inclusive University community that promotes cultural safety through respectful behaviour. UOW strongly supports academic freedom and free speech in our community but has no tolerance for any form of racism, vilification, hate speech, threatening speech, bullying, harassment or any form of discrimination.

(15) Is an individual who categorises Jewish organisations with which they disagree as "a fringe group with no representative mandate... [that] does not speak for the vast majority of Jewish Australians, nor for the long-established community organisations that have led the fight against antisemitism for decades. Its opposition to the IHRA definition is completely out of step with national and international consensus including the Australian Government" an appropriate person to be prescribing university policy on the protection of Jewish students?

(16) Is an individual whose husband donates to Advance Australia, a far-right lobby group who have supported Nazi-backed rallies, an appropriate person to be prescribing university policy on the protection of Jewish students?

In relation to questions 15-16, it is not my position to provide commentary on Federal Government appointments or the scope of their role. UOW welcomes the Federal Government's efforts to enhance social cohesion, including through the appointments of Special Envoys to Combat Antisemitism and Islamophobia.

(17) Are you aware that your university's definition has been described as "closely aligned" with the IHRA definition?

In 2022 the University Council adopted the IHRA non-legally binding working definition of antisemitism in furtherance to its commitment to creating a safe and respectful university community. This is publicly available information, and a statement was released on UOW's website at the time.

(18) Are you aware of the federal court judgement in Wertheim v Haddad [2025] FCA 720, where it was ruled "not all Jews are Zionists or support the actions of Israel in Gaza and that disparagement of Zionism constitutes disparagement of a

philosophy or ideology and not a race or ethnic group. Needless to say, political criticism of Israel, however inflammatory or adversarial, is not by its nature criticism of Jews in general or based on Jewish racial or ethnic identity...The conclusion that it is not antisemitic to criticise Israel is the corollary of the conclusion that to blame Jews for the actions of Israel is antisemitic; the one flows from the other.”?

Yes.

(19) Are you concerned that your university’s definition of antisemitism may contravene a federal court judgement?

- a. If not, on what basis?**
- b. If so, what steps will you take to address this?**
- c. How many students have faced misconduct proceedings resulting from protest activity, in:**
- d. 2024?**
- e. 2025?**

No. The IHRA non-legally binding working definition is listed in our Anti-Racism and Cultural Safety Policy to help identify, inform and respond to issues should they arise.

No students have faced misconduct proceedings resulting from protest activity during this period.

Misconduct

(20) How many warnings have been issued to students resulting from protest activity in:

- a. 2024? 0**
- b. 2025? 0**

(21) Has the university employed external contractors or consultants to manage the misconduct and complaints processes?

- a. If so, who?**
- b. If so, how much money has been spent?**
- c. If so, what training or advice is provided to ensure the procedural fairness of disciplinary proceedings?**

We take this question to relate to question 20 and in that context, no external contractors or consultants have been engaged.

StandWithUs Australia and Israel-Is Affiliation

(22) How many events has your university conducted with StandWithUsAustralia?

(23) How many events has your university conducted with Israel-IS?

(24) Who at your University was involved in the decision-making process for approval of these events?

(25) Does your University acknowledge that affiliations with these organisations, who seek to rationalise Israel’s genocide in Gaza in the view of many human rights advocates, has harmful affects on Palestinian and Lebanese students on your campus?

(26) Before having an event with IDF soldiers, did your university conduct any consultation with Palestinian students?

(27) Does your University now acknowledge this was an error?

(28) Has any mental health support been offered to Palestinian students in the wake of this decision?

In relation to questions 22-28, I am not aware of any events being held with either of these organisations at UOW. I am happy to look into this further if more specific detail can be provided in relation to this matter.

Protest

(29) How many protests have not been authorised under your University's protest policy in:

(30) 2020?

(31) 2021?

(32) 2022?

(33) 2023?

(34) 2024?

(35) 2025?

UOW's Campus Access and Order Rules don't require protesters to seek authorisation before protesting. In December 2024, the University made changes to our Campus Access and Order Rules, which included prohibiting camping on University land. The changes balance our principles of academic freedom, free speech and the right to peaceful protest with the need to prohibit racism, hate speech, threatening speech, bullying, harassment and discrimination and to provide a safe campus environment.

Surveillance

(36) Can you categorically rule out any knowledge of direction given to University staff to surveil the social media accounts of pro-Palestine protestors on your campus?

a. If not, can you please detail what formal and publicly available policy the University has in place for this process?

I am advised that UOW's Information Management & Technology Services (IMTS) has never received a request from any UOW staff member to conduct any form of surveillance on student or staff social media accounts. The Chief Information & Digital Officer counter approves any technology access investigative requests and confirms no such request has been received during their tenure (February 2022 onwards). Such an activity would fall outside of our Computer Surveillance policy statements. Our policy clearly states what information can be collected and provided for investigation.

I am also advised that the UOW Security team, along with the Brand, Marketing and Communications Division, do from time to time review social media channels and other media on campus for any type of protest activity. This allows us to manage protest activity, and to ensure the safety of students, staff and community members on UOW campuses.

(37) Can you categorically rule out that the University uses its Wifi network to surveil students in any way?

The following is an extract from the UOW "IT Acceptable Use Policy" as it pertains to surveillance.

76) Users acknowledge that Computer Surveillance may include logging and monitoring of a User's access and use of wireless and telecommunications systems that form part of the IT facilities and services, including using devices or personal devices.

This may include information which enables identification of the User's or device's location when accessing the University's systems, for example, when a User accesses a wireless access point in a specific location on the University's premises.

UOW's WiFi network is not used for undertaking student surveillance. No differentiation is done between different cohorts of people present on our campuses and accessing our WiFi infrastructure. It is only used to aggregate presence density in key areas to aid in space utilisation and investment planning for building infrastructure and services.

(38) Has your University made any changes to its Wifi Terms and Conditions since 1 January 2023?

a. If so, what was the date or dates that the Terms and Conditions changed?

b. Can you please provide the text of the exact changes made?

No changes have been made to the parts of the [IT Acceptable Use Policy](#) which incorporate statements relating or referring to WiFi since 1 January 2023. The policy itself has been updated twice since then, for areas relating to Multi-Factor Authentication and the use of UOW access credentials for private purposes. There have been no changes made to UOW's [WiFi terms and conditions](#).

(39) Can you please outline the process undertaken at your University where a student faced disciplinary action for tapping on the window of the Michael Spence Building?

- a. On what date did University staff become aware of this incident?
- b. On what date was disciplinary action taken in response to this incident? What was the nature of the disciplinary action?

There is no such building at UOW.

People's Inquiry into Campus Free Speech on Palestine

(40) Have you read the Preliminary Report of the People's Inquiry into Campus Free Speech on Palestine?

Yes.

(41) What is your response to the Report's finding that "Australian universities have restricted the free speech and academic freedom of staff and students on the question of Palestine"?

- a. Specifically, do you accept or reject the finding?
- b. What specific steps have you taken to address the issues outlined in this finding?

UOW is committed to maintaining an inclusive and safe University environment that promotes cultural safety through respectful behaviour. UOW strongly supports academic freedom and free speech in our community but has no tolerance for any form of racism, vilification, hate speech, threatening speech, bullying, harassment or any form of discrimination.

While I am not aware of the specific circumstances outlined in the Report relating to UOW, we reject the assertion that the University has curtailed free speech and the right to protest. I am advised that there have been several instances of protest activity occurring on campus in recent years, particularly relating to the conflict in the Middle East. UOW has a range of policies that apply to activities on our campuses and in our communities. The University welcomes the opportunity to engage in open expression and debate, but not at the expense of safety, respect and inclusion for all students, staff and visitors.

(42) What is your response to the Report's finding that "Australian universities have targeted students and staff who express support for Palestine for surveillance and discipline;"?

- a. Specifically, do you accept or reject the finding?
- b. What specific steps have you taken to address the issues outlined in this finding?

I am not aware of any circumstances relating to this matter at UOW. I would refer to my earlier answer regarding surveillance. UOW is committed to maintaining an inclusive and safe University environment that promotes cultural safety through respectful behaviour. UOW strongly supports academic freedom and free speech in our community but has no tolerance for any form of racism, vilification, hate speech, threatening speech, bullying, harassment or any form of discrimination.

(43) What is your response to the Report's finding that "Universities have used existing policies and devised new policies in an opaque way to target and censor students and staff expressing support for Palestine."?

- a. Specifically, do you accept or reject the finding?**
- b. What specific steps have you taken to address the issues outlined in this finding?**

In December 2024, the University made changes to our Campus Access and Order Rules, which included prohibiting camping on university land. The changes balance our principles of academic freedom, free speech and the right to peaceful protest with the need to prohibit racism, hate speech, threatening speech, bullying, harassment and discrimination and to provide a safe campus environment.

UOW has a range of policies that apply to activities on our campuses and in our communities. The University welcomes the opportunity to engage in open expression and debate, but not at the expense of safety, respect and inclusion for all students, staff and visitors.

(44) Given the Inquiry found that there were multiple incidents of cancelled events on the Israel genocide, how many guest lectures, film screenings or other events have been cancelled or otherwise intervened upon by your university in:

- a. 2023?**
- b. 2024?**
- c. 2025 to date?**

I am not aware of any examples of this at UOW. I am happy to look into this further if any specific information can be provided.

Bisalloy Steel Affiliation

(45) How do you respond to evidence given to the People's Inquiry's that "We are concerned that free speech and the right to democratic assembly have been curtailed at UOW. We have been silenced and asked not to protest against the university for complicity in its contractual obligations with Israeli weapons companies as well as Bisalloy Steel manufacturing."

I am not aware of any examples of this and would be happy to investigate this further if any specific details can be provided.

(46) On what date was the University's affiliation with Bisalloy Steel commenced?
a. Which students and staff were consulted before the decision to commence this affiliation was made?

UOW values its research partnerships and collaborations which help support Australia's sovereign capability, address national priorities and deliver economic and social prosperity. We support the freedom of our researchers to partner collaboratively with industry to deliver benefits to our local communities, within the bounds of national legislation, foreign interference and arrangements guidelines and the University's own ethical standards. The University partners with many varied industries and with universities and commercial entities, in our communities, and across the world. Potential partnerships are evaluated at length, not only for alignment to the University's strategic goals but also how they align with our values and the national interest.

UOW's Research Sponsorship and Collaboration Policy guides our work in this space. It states that partnerships must demonstrate genuine benefit to community and/or in the generation of knowledge to address global challenges. We regularly review and continue to strengthen our research policies and practices to ensure clear and upfront consideration of any ethical issues or reputational risks, and undertake the appropriate level of ongoing monitoring, to ensure that all UOW's research partnerships are in the best interests of the university and in line with community expectations.

The first known record of affiliation with Bissalloy Steel was in 2013 at the inception of the Australian Steel Manufacturing Research Hub. Since then, UOW has continued to partner alongside Bissalloy, as well as a range of other university and industry partners, to deliver innovative research designed to enable a necessary technological shift in the steel supply chain. Bissalloy is working collaboratively through the Steel Research Hub towards improved high strength and high hardness steel products, allowing it to continue to support Australia's mining, building, infrastructure and defence industries.

(47) Are you aware that Bissalloy Steel provides armour grade steel to the Israeli Military, who are committing the crime of genocide in Gaza?

a. How is a research partnership with this corporation morally justifiable?

UOW values its research partnerships and collaborations which help support Australia's sovereign capability, address national priorities and deliver economic and social prosperity. We support the freedom of our researchers to partner collaboratively with industry to deliver benefits to our local communities, within the bounds of national legislation, foreign interference guidelines and the University's own ethical standards. The University partners with many varied industries and with universities and commercial entities, in our communities, and across the world. Potential partnerships are evaluated at length, not only for alignment to the University's strategic goals but also how they align with our values.

UOW's Research Sponsorship and Collaboration Policy guides our work in this space. It clearly states that partnerships must demonstrate genuine benefit to community and/or in the generation of knowledge to address global challenges. We regularly review and continue to strengthen our research policies and practices to ensure clear and upfront consideration of any ethical issues or reputational risks, and undertake the appropriate level of ongoing monitoring, to ensure that all UOW's research partnerships are in the best interests of the university and in line with community expectations.

(48) Do you acknowledge the views of international genocide scholars and United Nations experts that Israel is committing the crime of genocide?

a. If so, how can you justify indirectly providing benefit to the Israeli military, given they are committing genocide?

b. If not, on what basis do you dispute the views of experts in international law?

I share the deep concern about the ongoing conflict in the Middle East and my thoughts go out to all those families that have tragically lost loved ones throughout this period. I acknowledge that this is a deeply sensitive and distressing issue. I have great respect for the seriousness with which scholars, experts and communities approach these concerns, and I recognise the importance of respectful dialogue and careful consideration of perspectives raised. Above all, it is critical that we remain focused on protecting human life and working towards a peaceful resolution.

University Complaints

(49) How many complaints with regard to references to the Israel genocide have been received in:

- a. 2023?** 0
- b. 2024?** 15
- c. 2025 to date?** 0

(50) Of complaints received with regard to references to the Israel genocide, how many resulted in disciplinary cation in:

- a. 2023?** 0
- b. 2024?** 0
- c. 2025 to date?** 0

University Enrolments

(51) How many students enrolled at your University identify as:

- a. Palestinian?**
- b. Israeli?**
- c. Lebanese?**

The following data reflects citizenships recorded in UOW's student systems. This includes UOW and UOWGE enrolments at all levels including non-award. It does not include offshore UOW campuses, such as UOW Dubai.

	ONSHORE	OFFSHORE UOW	OFFSHORE UOWGE
ISRAEL	0	21	5
LEBANON	10	96	4
PALESTINE	5	70	4

Questions on behalf of the Opposition

Questions to all University Vice-Chancellors

(52) Does your university have, or are you planning to have, a similar plan (as undertaken by Sydney University) to “indigenise and decolonise” your own University curriculum? And if so, what actions are being undertaken?

The University's Reconciliation Action Plan was replaced by the Healing and Recognition Track Plan (HART Plan) 2024-2027. This plan includes a call for the University to continue to establish coordinated and tailored approaches to engage university staff in the appreciation of Aboriginal knowledge. The plan sets out measures to support this goal.

Part of the HART Plan is an Indigenous Education and Engagement Strategy 2024-2028, which sets out the University's approach to respectfully embed Indigenous knowledges into the curriculum. In 2023 and 2024 respectively 236 and 422 academic and professional staff engaged in phase one of the Curriculum Transformation program. Other interconnecting projects occur across the faculties with academic staff supporting their colleagues to embed Indigenous knowledges.

(53) How many jobs have been cut from administrative staff over the last 12 months and 24 months respectively?

In this context, we take this question to relate to professional staff members, which includes those who generally perform corporate services related functions in central divisions and faculties.

I am advised that:

- In 2024, 12 professional staff positions were made redundant.
- In 2025 to date, 45 professional staff positions were made redundant.

(54) How many jobs have been cut from academic staff over the last 12 months and 24 months respectively?

I am advised that:

- In 2024, 8 academic staff positions were made redundant.
- In 2025 to date, 96 academic staff positions were made redundant.

(55) How many courses have been cancelled at the beginning of the academic years, 2023, 2024 and 2025 respectively?

As reported publicly in January 2025, UOW finalised a change plan that aimed to address areas of unviable teaching activity. This process involved consultation with staff and was

conducted in line with our enterprise agreements. This process resulted in several unviable disciplines being disestablished, including Cultural Studies, Japanese, Mandarin and Science and Technology Studies (a discipline that involved the examination of the societal, historical, cultural, and political aspects of science, technology, and medicine). Some other disciplines that were originally slated for closure were retained through staffing and curriculum changes, including Human Geography and some teaching in Earth Sciences, French, Spanish and English Language and Linguistics.

At UOW, courses are typically suspended before being discontinued. The figures below represent all offerings at UOW (excluding UOW College and UOW Dubai, as Dubai carries its own course codes).

It is important to note that these figures are not indicative of entire courses being cancelled. A range of factors contribute to suspensions and discontinuations, including:

- Business-as-usual amendments – course updates or structural changes that require closure of an old code.
- Transformation activities – consolidation and rationalisation of the portfolio under the University's transformation program.
- Course code refresh (8+8+8 project) – where new codes were introduced and older codes discontinued to support student cohort management.
- Strategic priorities – for example, discontinuation of Dean's Scholars programs to create streamlined advanced offerings and pathways.
- Viability reviews – courses discontinued as part of a UOW viability review to reduce the number of low-performing programs.

As a result, while the numbers below reflect administrative activity in the system, they should not be read as equivalent to the loss of courses from UOW's overall portfolio.

- 2023 – Suspensions: 36. Discontinuations: 91
- 2024 – Suspensions: 44. Discontinuations: 93
- 2025 – Suspensions: 123. Discontinuations: 42

(56) How many courses have been cancelled mid academic year, 2023, 2024 and 2025?
a. What impact has this had on students, including financial, emotional and social?

(57) How has the University measured or assessed the impact?

(58) How has the University assisted students, addressing financial, emotional and social impact and needs?

The following information answers questions 56-58.

Courses are generally suspended or discontinued at the beginning of an academic year to minimise disruption to students, timetabling and accreditation requirements. It is uncommon for this to occur mid-year. Where it has occurred, this was due to very low or no enrolments. These decisions are always accompanied by plans to 'teach out' any students currently enrolled in the discontinued course so that they are able to complete their studies and graduate. See note above about other factors that may impact the numbers.

- **2023** - Suspensions: 2
- **2024** - Suspensions: 4. Discontinuations: 7
- **2025** - Suspensions: 1

All affected students can access tailored support to assist them with their study choices.

The following actions are monitored by the UOW WHS Unit and WHS Committee with respect to student welfare.

- Clear communication about changes and how they will affect their studies
- Support services for students, including counselling and academic advising
- Resources to help students manage stress and adapt to changes

Both coursework and higher degree research students were included in the communications plan throughout the changes to courses offered. In all communications, students with concerns were encouraged to access the support available. Managers of staff in student-facing service roles were provided with reference material to assist with student queries, concerns, and referrals to specific support services.

(59) Can you provide a list of courses at your university in 2025 that focus on Gender Studies, Race Studies, or critiques of Western colonisation, and what is their enrolment?

Courses offered in 2025 that include subjects that reference Gender Studies, Race Studies, or critiques of Western colonisation are provided below, along with 2025 enrolments. These represent the most targeted offerings in this space. Related themes are also embedded across a broader range of subjects and programs, meaning students may engage with these topics in other parts of their studies.

- **Course: Bachelor of Arts:**
Includes option to engage with Gender Studies, Race Studies, Postcolonial Critiques. Offers majors and minors in disciplines like Sociology, History, and Indigenous Studies.
Enrolments: 436 (Wollongong), 11 (Eurobodalla), 15 (Bega Valley), 3 (Southern Highlands), 11 (Shoalhaven).
- **Course: Bachelor of International Studies:**
Includes studies related to Postcolonial Studies, Global Perspectives. Provides an interdisciplinary approach to understanding global issues, including the impacts of colonisation and diverse cultures.
Enrolments: 106 (Wollongong), 3 (Liverpool).

(60) How do you justify the inclusion of courses perceived as ‘woke’ in terms of their economic and social value to NSW?

I’m unable to answer this question without clarity on what would be perceived as ‘woke’. UOW reviews our suite of course offerings every year in response to student demand, changing employment trends, employer expectations and other market factors, to ensure that our courses are contemporary, industry-responsive and high-quality.

(61) What evidence do you have that graduates of these courses secure employment in roles that contribute to NSW’s economy?

UOW graduates are consistently ranked among the top one percent in the world by employers. We pride ourselves on preparing our students for emerging industries and future jobs. In the latest QILT Employer Satisfaction Survey, UOW received an 83.6% positive overall satisfaction rating, rating highest overall in the Foundation Skills category, and above the national average in all other categories (adaptive skills, collaborative skills, technical skills and employability skills).

(62) Are there plans to review or adjust course offerings to prioritise disciplines with higher employment outcomes, given taxpayer funding?

The University is continuously reviewing its course portfolio and employment outcomes. These are evaluated against publicly available data, such as the Graduate Outcomes Survey, which is a core part of this process.

In addition, UOW reviews our suite of course offerings every year in response to student demand, changing employment trends, employer expectations and other market factors. This is business as usual.

The aim is to reduce complexity of offer, improve efficiency, drive course innovation and deliver enhanced student experience and outcomes, including employment.

UOW has been doing a lot of work to transform our curricula, giving students increased flexibility, expanding pathways into university and focusing on curriculum innovation, expansion and new location options to meet community needs.

(63) Are there plans to review or adjust course offerings to meet identified skill shortages, given taxpayer funding?

The University is consistently responding to skill shortages with the adjustment of its course offerings as identified in question 62. Examples include offering short courses in professional use of artificial intelligence and expanding allied health courses at the Liverpool campus. We're also growing in areas of employment demand and in 2026 the following new courses will come online:

- Graduate Certificate in Clinical Care, an online, part-time, specialised program designed for healthcare professionals seeking to advance their clinical expertise in complex care environments.
- Bachelor of Engineering Technology, which provides options for developing skills in areas such as programming, electrical systems, sustainable design, materials selection and mechanics. This course also provides a pathway into the Bachelor of Engineering (Honours).
- New English and Modern History specialisations for the Bachelor of Secondary Education.
- New course offerings at the UOW Liverpool campus, including the Bachelor of Social Work, Bachelor of Exercise Science, Bachelor of Nutrition, Bachelor of Criminology, Bachelor of Medicinal and Health Science, and Bachelor of Exercise Science and Rehabilitation.

Questions from Ms Abigail Boyd MLC

Questions to the University of Wollongong

(64) What skills matrix do you have in place for seeking members to your University Council/Senate/governing body?

UOW Council has adopted for all its Council appointments the 'University Governing Body – Skills and Diversity Matrix' utilised by the NSW Minister for Skills, TAFE and Tertiary Education when assessing Ministerial Candidates for appointment to university governing bodies. The matrix includes consideration of candidates' skills and expertise relating to equity, higher education, financial and commercial experience. In addition to the base skills matrix template, UOW has an additional criterion to ensure Illawarra based representation noting that under the Clause(6)(2)(a) of the University of Wollongong Act 1989 the University must have particular regard to the needs of the Illawarra region.

(65) What expertise (other than elected members of the University) does your Council have in higher education or research? Is that sufficient?

The University is actively strengthening its governance by bolstering representation from individuals with expertise and experience in higher education. In 2025, we welcomed two outstanding people to our UOW Council – Emeritus Professor Joan Cooper and Syed Ahmed.

Emeritus Professor Cooper is a former TEQSA Commissioner and brings a wealth of higher education experience to our governing board through specialisation in quality assurance,

audits, reviews and compliance assessments. Prior to her role as a TEQSA Commissioner, Emeritus Professor Cooper held various senior executive positions in Australian Universities including as Pro Vice-Chancellor (Students) & Registrar at UNSW and as Deputy Vice-Chancellor (Academic) at Flinders University.

Syed Ahmed was appointed to UOW Council by the NSW Minister for Skills, TAFE and Tertiary Education and brings more than 15 years senior leadership experience, most recently as CEO of Innowell, a digital mental health care technology platform underpinned by over a decade of clinical research from the University of Sydney, with a focus on translating this evidence into real-world impact. Mr Ahmed is a UOW alumni and has demonstrated a strong understanding of the higher education sector and our community.

It is also worth noting that both the Vice-Chancellor and Chair of Academic Senate are also ex-officio members of UOW Council, providing relevant higher education expertise and experience.

(66) Did your University Council as a whole have a detailed process of considering the Accord and its strategic implications? (If yes, please supply the minutes)

I am advised that since the release of the Australian Universities Accord Interim Report in September 2023, the University Council has engaged in several discussions relating to the Accord. The Accord's potential strategic and operational implications were discussed and considered during relevant agenda items at Council and its committees, particularly as the University was developing its Vision 2035 and Strategic Plan 2030. Since my arrival as Vice-Chancellor late May 2025, the Accord and its strategic implications have been front of mind.

As part of the development of UOW's Vision 2035 and Strategic Plan 2030, at its meeting on 22 March 2024, Council members and attendees engaged in a UOW 2030 Strategy Workshop which included a briefing on the Universities Accord and our strategic response. See below an extract from the minutes.

Confirmed Minutes Extract – Council – 22 March 2024 - 3.3 Higher Education Reform Environment:

The Director, Government and Community Relations spoke to this item, providing an overview of the recommendations of the Australian Universities Accord.

Council engaged in a detailed discussion regarding the focus recommendations for the University of Wollongong and the importance of proactively working with the government in prioritising and implementing the Accord recommendations.

A second Strategy Workshop was undertaken by Council at its meeting on 23 August 2024. While the Accord is not explicitly referenced in the final Vision 2035 & Strategic Plan 2030, alignment with the University Accord was a foundational consideration for the Strategy, as highlighted in the 2030 Strategy Green Paper endorsed by Council on 21 October 2024.

The University Council also receives regular updates on the Australian Higher Education Environment, including a standalone University Accord briefing session on 1 March 2024 led by the UOW Director, Government and Community Relations and consideration of the University Accord at its meetings on:

- 22 March 2024
- 24 May 2024
- 6 December 2024
- 13 June 2025

Importantly, Council remains deeply engaged with the dynamic policy landscape and receives a thorough briefing from university management on higher education policy and government engagement as a standalone session prior to every Council meeting.

(67) Was the Chancellor chair of a reclassification panel for the Governance team? Did that process follow the University's policies and procedures for reclassification? Given that other university staff have had to re-apply for their own roles at lower levels, what was the justification for reclassifying members of the Governance team when their job and person descriptions had not changed?

a. if this was indeed chaired by the Chancellor, was it good governance for the Chancellor to chair an operational committee?

I am advised the Chancellor has not chaired a reclassification panel or approved the reclassification of any roles at the University. There has also been no position reclassification within the Governance team in the last five years, covering the terms of both the current and the previous Chancellors. Data prior to this period has not been reviewed.

Further to this, any reclassification process at the University is governed by the terms of the University's Enterprise Agreement, specifically Part 2 Section 17 Reclassification, and detailed in the University's [*Reclassification and Accelerated Increment Procedure*](#).

(68) How many of the Council's sub-committees have been chaired by the Chancellor?
a. is this good governance?

The Chancellor chairs the following Council sub-committees:

- Honorary Awards Committee
- Nominations Committee
- Finance and Infrastructure Committee
- Performance and Remuneration Committee
- Program Control Board

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.

(69) How many appointment committees, promotion committees and reclassification committees have been chaired by the Chancellor?

The Chancellor has chaired three appointment panels given the recent transition in University senior leadership. The Chancellor has not chaired any promotion committees or reclassification committees.

(70) Are there elected university members on all sub-committees of Council?
a. If not, has that always been the case, or only since the appointment of the current Chancellor?

b. Which committees do not have elected members on them?

The following Council sub-committees do not have elected members on them:

- Finance and Infrastructure Committee
- Performance and Remuneration Committee
- Nominations Committee
- Chancellor Robert Hope Memorial Prize Selection Committee
- Council Program Control Board (established 9 August 2024)

I am advised that with the exception of the Council Program Control Board that was established on 9 August 2024 and was therefore established during the current Chancellor's term, the remaining sub-committees did not have elected members prior to the appointment of the current Chancellor.

(71) Why was the appointment of the executive removed from being a responsibility of the Vice-Chancellor?

On 22 November 2023 Dr Michael Tomlinson of Michael Tomlinson & Associates completed an external Corporate Governance Review of the University. In response to the recommendations from the review, and to support good governance in alignment with

sector best practice, at its meeting on 22 March 2024, UOW Council approved and implemented a UOW Council Governance Review Framework for enhanced decision-making, appropriate reporting, monitoring, and oversight of key activities and compliance requirements, responsible financial and risk management, the promotion of clear lines of accountability, and building and maintaining a culture of collaboration and whole-of-institution prioritisation.

I understand, in alignment with the UOW Council Governance Review Framework, an annual review of Council subcommittee Terms of Reference was also undertaken in early 2024 to ensure sub-committee remits and responsibilities remain fit-for-purpose. Given the significant responsibility of appointing the University's Senior Executive, to mitigate the risk associated with the decision-making process, and to ensure shared accountability, it was recommended that a committee hold the delegation to establish, appoint, terminate or reappoint persons to senior executive positions. This is in line with sector benchmarking that indicates that over half of the Go8 universities do not delegate the authority to appoint senior executive positions internally. This responsibility was delegated to the Performance and Remuneration Committee which already held the responsibility for approving and reviewing the remuneration of the senior executive on the recommendation of the Vice-Chancellor.

(72) How much did the inauguration of the Chancellor cost?

a. Is this the first such inauguration?

The Governor of New South Wales, Her Excellency the Honourable Margaret Beazley AC KC, officially installed Michael Still as Chancellor on Monday 19 August 2024 in University Hall. I am advised the Chancellor's installation event costed \$62,850. A formal Chancellor welcome, alternately referred to as an installation, investiture or inauguration aligns with sector practice, with recent examples being the installation of Chancellor Dr Sarah Pearson at the University of New England, Chancellor David Thodey AO at the University of Sydney, and Chancellor Dr Vanessa Guthrie AO at Curtin University. At the University of Wollongong, prior to the installation of Chancellor Michael Still, Justice Robert Hope was the last Chancellor to be formally installed.

(73) What are the total costs incurred by the Chancellor since appointment? Travel; accommodation; entertainment costs; per diem; inauguration and other expenses?

Since the appointment of the Chancellor on 9 December 2023, the University has incurred reasonable costs associated with supporting the role and its responsibilities they total \$293,977.98. These include standard items such as leased computer equipment, travel and accommodation for official University business and sector engagement (including University Chancellors Council and Universities Australia events), parking, the Chancellor's inauguration and the salary of the Senior Executive Assistant supporting the Chancellor and two Deputy Chancellors. The Chancellor serves in a voluntary capacity and does not receive remuneration for the role. All expenses are reviewed and approved by the University's Chief Financial Officer in accordance with the University's financial policies.

(74) What responsibility has Council taken for \$400 million public/private partnership costs incurred by the University in the relationship for student accommodation and the exposure to LendLease in the Health and Wellbeing Precinct?

I am aware that my predecessor responded to similar questions at the last Budget Estimates hearing in March and would refer the Committee to those answers. I am advised that there were several contributing factors relating to these matters, not least of which was the COVID-19 pandemic and its unprecedented impact. While it is important for every university to review decisions made with consideration of approach, implementation and outcomes, and carry forward lessons learned, it would be unreasonable to rely on the advantage of hindsight when evaluating a decision.

(75) What is the breakdown of expenditure of the \$2m that was requested from the Finance Committee as Chancellor? Who signs off on the expenditure of those monies? Can you give a breakdown of the expenditure?

In May 2024, the Financial and Infrastructure Committee approved an allocation of \$2m to establish a Council Discretionary Fund for Council identified priorities noting the Australian University sector is facing unprecedented disruption that is transforming the higher education landscape. Any expenditure from the fund requires two separate signatories from the following:

- The Chancellor;
- A deputy Chancellor;
- The Chair of FIC

The status of and expenditure associated with the Council discretionary fund is reported to every FIC meeting.

In 2024, \$1,449,174.12 was expended from the Council discretionary fund.

In 2025, \$267,764.92 has been expended from the Council discretionary fund as at 31 August 2025.

(76) Did your University Council have a formal vote to approve opening a campus in Saudi Arabia? (If yes, please supply the minutes)

At its meeting on 21 October 2024, the University Council approved the progression of plans relating to the proposed UOW Riyadh campus. This work is ongoing and being led by UOW Global Enterprises.

The confirmed minute extract for this item is as follows:

Confirmed Minutes Extract – Council – 21 October 2024

Item 3.2 UOWGE Saudi Arabia Business Case:

The Council resolved to:

- 1. approve the establishment of a foreign university in Saudi Arabia in accordance with the attached business case;*
- 2. approve the establishment of a corporate entity in Saudi Arabia as a majority owned subsidiary of UOWGE Ltd which will be the operating entity for the Saudi Arabian foreign university; and*
- 3. approve and provides authority, subject to delegations, to the UOW Vice-Chancellor to execute any necessary agreements for the Saudi Arabian foreign university to award UOW programs.*

Note for the Record:

The Chair, UOWGE and the Executive Director, Strategy (UOWGE) were in attendance for this item. The Chair, UOWGE spoke to this item, providing an overview of the proposal to establish a foreign university in Saudi Arabia.

Council engaged in a detailed discussion highlighting:

- concerns with the political environment in Saudi Arabia, noting that the current economic and social progression may not be linear. Council noted that UOWGE management will continue to monitor the political and economic development and further noted the exit strategy outlined in the paper; and*
- the importance of proactive communication, noting the importance of highlighting the University's role in facilitating education and social change.*

(77) In previous public statements that university has said that they have a formal compliance framework, how confident are you that this statement is true and that the university is meeting its compliance requirements for both higher-education

(e.g. HESF) and other areas such as privacy, modern slavery, DFAT and anti-bribery/money laundering?

The University remains committed to maintaining high standards of compliance across all areas of operation. We recognise that robust compliance practices are essential to uphold our legal, ethical, and regulatory obligations, and to foster trust with our stakeholders.

Findings from a recent internal audit stated that UOW has a robust compliance system in place for academic quality assurance but identified the absence of a formal institutional compliance function or framework. In response we have taken proactive steps to address this gap. We have now established a dedicated institutional compliance function to strengthen oversight, coordination, and assurance across the University.

While this function is newly formed, it builds upon existing good practices already in place within faculties, divisions, and operational units. The new framework will enable a more integrated and strategic approach to compliance, ensuring risks are effectively managed and obligations are consistently met.

(78) Did the university have formal risk assessments in place when making the strategic decision to proceed with the current transformation

(79) Have you conducted formal risk assessments throughout the project's lifecycle?

We take questions 78-79 to relate to the UOW Operations workplace change process. The Final Change Plan for this process was released on 25 August 2025 and included an overview of how the change plan and transformation efforts are anticipated to address key enterprise risks.

I am advised that prior to the release of the Draft Change Proposal on 24 March 2025, a comprehensive Psychosocial Risk Assessment had been developed relating to the UOW Transformation in line with the UOW Policy, UOW WHS Consultation Statement and the UOW WHS Committee Constitution. The development of this risk assessment commenced in October 2024, at the time of the Teaching and Learning workplace change process and continued in the lead up to the commencement of the UOW Operations workplace change process. This work helped management to identify potential psychosocial hazards and risks associated with the transformation and put in place controls to address them. This process was undertaken in consultation with UOW's WHS Committee which includes employee and employer representatives and informed the implementation of a range of wellbeing services and supports for staff throughout the consultation phases of the process.

During the first phase of consultation on the UOW Operations change process in May a comprehensive risk register was developed to enable the University to systematically identify, assess, and monitor risks associated with change process, in preparation for the development of a Revised Change Proposal. This enabled our staff to be supported, informed and consulted throughout the transformation.

Importantly, risks captured in the register are now mapped to institutional risk themes, ensuring alignment with our enterprise risk framework and enhancing visibility for reporting and governance purposes. This marks a significant step forward in embedding proactive risk management into our strategic and operational decision-making and will assist throughout the critical implementation phase of the change plan.

(80) Why is TEQSA so concerned about the appropriate management of UOW that they have sent extraordinary requests for information?

It is not my position to speculate on TEQSA's views, and it is not appropriate to provide specific detail in relation to our correspondence with TEQSA. It is entirely appropriate for TEQSA, as the regulator of the higher education sector, to request information from UOW from time to time, based on matters it deems necessary. UOW complies with those requests and works constructively with TEQSA to demonstrate compliance with higher

education standards and to demonstrate its commitment to continuous improvement when it comes to delivering quality education and undertaking high value research.

UOW was recently advised by TEQSA that it has been re-registered as a provider of education services to overseas students on the CRICOS register. This is for a period of seven years, meaning we can continue to offer higher education to onshore international students until September 2032, when our registration will again be due for renewal. While achieving re-registration is excellent news, our obligations to our students remain a strong area of focus.

Alongside this application, UOW also submitted our application for re-registration as a higher education provider with TEQSA in September last year. This application remains under assessment, and it is customary for TEQSA to engage with providers seeking re-registration on aspects of provider performance. We look forward to engaging meaningfully with TEQSA to support this assessment.

(81) The UOW Council approved a new campus to be set up in Saudi Arabia before any course approval had gone through academic governance mechanisms such as faculty approval, quality assurance and Academic Senate. Are staff being pressured or rushed to approve courses in order to justify UOW Council and UOW Global Enterprise's pre-emptive deal with the government of Saudi Arabia?

a. Will UOW staff have the ability to opt out of work such as course approvals, quality assurance and other course management due to ethical concerns)?

UOW Council approved plans to establish a campus in Saudi Arabia in October 2024. The Business Case presented to Council as part of this approval acknowledged that the opening of this campus is importantly still subject to approvals for the delivery of identified courses and majors which will be conducted in accordance with UOW's academic governance processes and relevant UOW policies including approval from Academic Senate. Accordingly, course approval timelines have been appropriately factored into the implementation schedule for the establishment of the new campus that was presented to Council in October.

Course offerings and academic pathways will be shaped by the University's formal course approval and governance processes, ensuring quality, integrity, and alignment with UOW's values. The courses will remain under full academic control of the University of Wollongong, with all teaching, assessment and academic oversight governed by UOW policies and procedures. Governance, academic freedom, and cultural respect remain foundational to every stage of planning.

(82) How confident is the Vice Chancellor that the UOW Council are acting in line with the UOW Act 1989?

a. Have there been concerns raised to you or other PID officers at UOW about the actions of UOW Council members?

Since my arrival at UOW in June, I have engaged closely and constructively with Council members to navigate what has been a very challenging period for the University. During uncertain periods it is not uncommon for there to be some concern from staff about the direction of management, or certain decisions relevant to management and the Council. I am confident that UOW Council is acting in line with the UOW Act. With the recent release of our new Vision 2035 and Strategic Plan 2030, I am confident that the University can move forward with clear purpose and strategic priorities in line with our Act, and I look forward to working with Council members to achieve this.

(83) Does the UOW Council have a discretionary fund?

a. If yes, what is the total value of this fund, what is its remit in terms of appropriate expenses, and what are the control mechanisms to ensure financial probity?

Further information on the Council discretionary fund, including value, purpose and control mechanisms are detailed in the response to question 75 above.

(84) Would you be supportive of the NSW Parliament taking a closer look at whether the current members of Council are meeting their obligations under the UOW Act particularly around clause 16 (1Be) around overseeing risk management and clause 16 (1Bh) to ensure policy compliance meets community expectations, particularly around its management of conflicts of interest?

UOW is committed to engaging constructively with NSW Parliament and is supportive of providing further information through the appropriate channels.

(85) What mechanisms has the Vice Chancellor put in place to ensure that the discrepancies between management perceptions of work, and the work that is actually done by staff, will not lead to severe disruption to the service provisions (teaching and research) of the institution?

a. Why do you think staff survey responses about perceptions of senior management have been low for year after year, and getting worse?

UOW has a great deal of work to do to address staff sentiment and improve our culture following several very challenging years. Staff surveys have made this clear and now is the time for action.

Our Values in Action Framework will be central to how we rebuild trust, strengthen alignment and bring our shared purpose to life. An Implementation Working Group comprising 50+ colleagues from across the University is helping shape how we embed these values into everyday decisions and behaviors.

We recently released our Final Change Plan which is about building a stronger foundation for growth, innovation and impact that will enable us to deliver on our future strategy and vision. Throughout this process, we have engaged constructively with staff to ensure that workload management is appropriately addressed. Vision 2035 and Strategic Plan 2030 will provide clarity on our purpose and priorities and will play a critical role in rebuilding trust with staff, students and our broader community.

(86) What were the total costs of recruiting the current Vice-Chancellor including the recruitment agency and all travel, accommodation and per diem and other costs for the selection panel and candidates?

I am advised the total cost of recruiting the current Vice-Chancellor was \$253,137.44. This included the recruitment agenda and all travel, accommodation and per diem and other costs for the selection panel and candidates.

(87) What were the total costs for the Interim Vice-Chancellor, Professor John Dewar?

Salary: \$548,381.58 + \$23,033.70 super + on costs (29.57%)

(88) When did discussion commence with KordaMentha for a governance review at the University of Wollongong?

As stated in response to question 75 above, on 10 May 2024, the Finance and Infrastructure Committee approved the establishment of a Council discretionary fund for Council identified priorities noting that the University of Wollongong must identify a sustainable way forward that prioritises staff and student wellbeing and the institution's commitment to its core functions of research and teaching, which will include consideration of the future size and shape of the University. Subsequently, at its meeting on 24 May 2024 Council noted that a series of Council-led reviews would be undertaken across university functions to identify opportunities for uplift and improvement and ensure alignment with sector best practice.

Accordingly, across June 2024, the University undertook a selective competitive tender request for proposal process, inviting three suitable external providers to submit a proposal

to conduct an enterprise-wide review of university operations. These providers were identified by the University following a review of previous providers of such services to the University and within the university sector, noting that the work required deep expertise and a demonstrated knowledge of the university sector. The procurement process was conducted in line with the University's Purchasing and Procurement Policy and the University's Tender Procedure, with the proposals evaluated by a Tender Evaluation Committee that included a combination of select external Council members and internal University staff.

KordaMentha was the Tender Evaluation Committee's preferred supplier and was engaged by the University on behalf of Council, commencing work on the Enterprise-wide Review of University Operations on 22 July 2024. This review formed part of the larger FutureUOW transformation program that also included a review of research, a review of Internationalisation and a Course Portfolio Refresh, all of which were not conducted by or affiliated with KordaMentha. The KordaMentha report, along with the Research Review report, has helped inform the subsequent workplace change process that was undertaken, which culminated in the release of a Final Change Plan on Monday 25 August 2025.

(89) When did discussions first commence with Professor John Dewar for either the governance review or for his role as Interim Vice-Chancellor?

I am advised that Professor Dewar was not a member of the Tender Evaluation Committee for the enterprise-wide review of University Operations and was not consulted in any of the deliberations undertaken by the Tender Evaluation Committee. Professor Dewar was appointed Interim Vice-Chancellor on 30 June 2024 given his background and qualifications as one of the longest serving Vice-Chancellors at an Australian University. As part of his employment, and in accordance with the University's Conflict of Interest Policy, Professor Dewar formally declared his association with KordaMentha and a conflict management plan was established and followed.

The Council Program Control Board was established on 9 August 2024 for oversight of the FutureUOW Transformation Program, including to manage Professor Dewar's advised conflict with KordaMentha.

(90) What were the total costs for engaging KordaMentha or any of its staff?

KordaMentha was engaged to review the University's operations and help shape the design of a new operating model. Their report has helped inform the subsequent workplace change process that was undertaken, which culminated in the release of a Final Change Plan on Monday 25 August 2025. KordaMentha has subsequently been involved in some short-term project work supporting the implementation of the change plan, which has provided necessary capacity and capability to support the transformation program. This investment will generate an anticipated \$41-57M in recurrent savings for the University and help put us on a path to financial sustainability. As publicly reported on UOW's GIPA Contracts Register, the estimated cost of KordaMentha's engagement is \$2.94M. This has involved several pieces of work as outlined above and spanned just over 12 months. Final costs of engagement will be reported as part of our 2025 Annual Report.

(91) What were the total costs of redundancies Jan 01, 2024 to July 31, 2025?

From January 2024 to July 2025 - \$29.02M.

(92) What were the total hiring costs of the University Jan 01, 2024 to July 31, 2025?

For the period sought, total hiring costs equated to \$764,477.24 inclusive of advertising, any agency and search fees, for the 695 positions that were subject to appointment over that same period. This figure is inclusive of all costs associated with the recruitment of the current Vice-Chancellor, as outlined in question 86.

(93) How many executive and senior leaders have left the University of Wollongong since the appointment of the current Chancellor?

a. How many of these people were asked or directed to leave?

I am advised that since December 2023, nine senior executive leaders have left the university for a variety of different reasons, including in several instances due to accepting senior leadership positions at other universities.

We acknowledge that this turnover in senior leaders has resulted in a higher than usual number of interim and acting leaders. Since becoming Vice-Chancellor, one of my top priorities has been to finalise our future senior executive structure, and recruit high-quality and experienced leaders into these positions. I am pleased that Professor Helen Patridge will join us as Deputy Vice-Chancellor (Education) in November, and I look forward to making further announcements soon about other senior executive roles.

(94) Can you confirm that there has been a turnover in staff or deletion of these roles in the period of time since the Chancellor was appointed:

- a. Vice-Chancellor,**
- b. Vice-President for Operations / Chief Operating Officer,**
- c. Deputy Vice-Chancellor (Research and Sustainable Futures),**
- d. Deputy Vice-Chancellor (Academic),**
- e. Deputy Vice-Chancellor (Quality and Assurance),**
- f. Pro-Vice Chancellor (International),**
- g. Pro Vice-Chancellor (Industry),**
- h. Pro Vice Chancellor (University Impact),**
- i. General Counsel,**
- j. Head of Integrity, Head of People and Culture. (PVC Indigenous Strategy, PVC Health)**

I am advised that the circumstances relating to the abovementioned positions vary – some positions no longer exist while others remain in our structure and have been, or are being, recruited. The University acknowledges that we have experienced a higher than usual turnover of senior leadership positions in recent years. I am committed to ensuring UOW has a strong and effective leadership team in place as soon as possible. The recent finalisation of our change plan and new operating model will ensure that the University has a sustainable and fit-for-purpose structure moving forward.

(95) All of the measures of university performance were improving with that team. Why were they asked to leave?

I am advised that the abovementioned staff left the University for a variety of different reasons, and the University rejects the assertion that they were asked to leave.

(96) Why was the previous Vice-Chancellor asked to stand down?

The former Vice-Chancellor resigned from the role in June 2024 as publicly reported at the time.

(97) Please provide an individual breakdown of the full-time student load cost for:

- a. Master of National Security Policy**
- b. Master of Applied Cybernetics**
- c. Master of Public Policy**
- d. Master of Philosophy**
- e. Bachelor of Music**
- f. Bachelor of International Relations**
- g. Master of Climate Change**
- h. Bachelor of Science**
- i. Bachelor of Psychology**
- j. Doctor of Medicine and Surgery**
- k. Bachelor of Economics**
- l. Master of Statistics**

The table below shows student contribution and 2025 EFTS for similar courses.

Course Name	Offered at UOW	Student Contribution 2025	Total Cost @ 2025 Rate	2025 EFTS
Master of National Security Policy	No			
Master of Applied Cybernetics	No			
Master of Public Policy	No			
Master of Philosophy	Yes	HDR	HDR	31.5
Bachelor of Music	No			
Bachelor of International Relations	Bachelor of International Studies	16992	50976	80.25
Master of Climate Change	No			
Bachelor of Science	Yes	9314	27942	286
Bachelor of Psychology	Bachelor of Psychological Science	9314	27942	479.875
	Bachelor of Psychology (Honours)	9314	37256	144.125
Doctor of Medicine and Surgery	Doctor of Medicine	13241	52964	335
Bachelor of Economics	Bachelor of Economics and Finance	16992	50976	133.5
Master of Statistics	No			

Questions from Hon Dr Sarah Kaine MLC

ALL UNIVERSITY WITNESSES APPEARING DURING THE VICE CHANCELLOR SESSION

(98) Can you confirm how the Council makes decisions with respect to the remuneration of the VC and the Provost?

- a. How is the make-up of the Remuneration Committee determined?**
- b. What information is provided to the broader Council prior to them approving the VC and Provost's remuneration?**
- c. How much information about the decision making process is publicly available?**

UOW's Performance and Remuneration Committee Terms of Reference including membership and composition is available on the [Performance and Remuneration Committee website](#). The Committee's Terms of Reference is aligned with clause 17.2 of the [UCC Code of Governance Principles and Practice for Australia's Public Universities](#). As with all Council subcommittee appointments, Council is the approver for the appointment of members to the Performance and Remuneration Committee.

Senior Executive remuneration, including the remuneration of the Vice-Chancellor and the Provost, is informed by the University's job evaluation and salary grading framework that has been designed with the support of Korn Ferry using the Korn Ferry Hay Guide Chart-Profile Method of job evaluation. A salary range was developed for senior executive roles based on the scope and responsibilities for the role. The University also has access to the Mercer University Remuneration Survey data as an additional data point, with the Mercer data aligning well with the University's job evaluation and salary grading framework.

The University's Chief People and Culture Officer supports the remuneration decision-making process by providing the Committee with a recommended remuneration for the appointment informed by the experience of the preferred candidate.

The Performance and Remuneration Committee provides a report to Council following each meeting that includes the key activities and decisions at each Committee meeting. Details of senior executive remuneration are available in our Annual Report.

(99) How is the remuneration for staff in the Chancellery determined?

UOW does not have a Chancellery. Remuneration of staff at the University is determined in accordance with the University's Enterprise Agreements. Remuneration of staff on individual employment contracts is determined under the University's job evaluation and salary grading framework designed with the support of Korn Ferry.

(100) Can you please provide clarity on the matters below relating to your University's Council/Senate/Board of Trustees?

- a. Is the agenda of your University's Council/Senate/Board of Trustees meetings publicly available?**
- b. Are minutes taken at your University's Council/Senate/Board of Trustees meetings, and if yes who has access to those minutes, are they made publicly available?**
- c. If minutes are not made publicly available what is made publicly available as a record of the meeting? What format is it available in?**
 - i. Who prepares the publicly available record of the meeting?**
 - ii. What is the cost associated with preparing the publicly available record of the meeting?**
 - iii. Who approves the final public record of the meeting for release?**
- d. How long after the meeting is the publicly available record released? Is this standardised? How are interested parties able to keep track of when reports are available?**
- e. What is the annual budgeted expenditure for the operation of your University's Council/Senate/Board of Trustees?**
 - i. Are Council members provided any payments, allowances, or reimbursements for their membership on the Council, their attendance at Council meetings or their participation in Council activities?**

The agenda and minutes of University Council meetings are not publicly available. Council members have access to Council minutes with the minutes from each meeting confirmed at the next meeting of Council.

A summary of non-confidential matters discussed at each meeting is available as a pdf on the [UOW Council website](#) under the "Meeting summaries" section. This meeting summary is prepared by the Council Secretariat and approved by the Secretary to Council for release typically within the week following the Council meeting. There is no additional cost associated with preparing the Council meeting summary as this is part of the BAU responsibility of staff within the UOW Governance and Policy Division.

External members of UOW Council, including the Chancellor, are honorary positions and external members are not remunerated for their service on Council. Members are reimbursed for reasonable expenses such as travel required to attend University business and catering at Council meetings and events.