

From: [ATEC - Student Profiles](#)
To: PRESIDENT@UNSW.EDU.AU; n.papadakis@unsw.edu.au; simone.lehmann@unsw.edu.au
Cc: s 22
Bcc:
Subject: FW: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:51:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Brungs,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$4,743,607** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

Next steps to facilitate distribution of the over-enrolment fund

To facilitate your university's access to the over-enrolment fund and enable revised funding agreements to be provided as early as possible in 2026, we are asking that you confirm your university's intent to proactively and transparently undertake work to give effect to the Principles ahead of formal changes to the Threshold Standards.

This includes that your university will commit to:

- new requirements for governing bodies to publish:
 - outcomes of meetings and decisions taken,
 - consultancy spending, its purpose, value and justification,
 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

- the composition of governing bodies.

In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

- **how** your university has begun to give effect to the Principles and your estimated timeframe to implement, on an ‘if not, why not?’ basis. That is, to the full extent that your university is able, with clear explanation where there is a reason that full implementation is not possible and how the intent of the Principle is being addressed instead.
- **the steps** your university is taking to support your staff and students during the transition period to the new system. While this funding will be included in your university’s MBGA and used to teach students, good governance is essential to providing a good learning environment for your Commonwealth supported students and the Government expects the additional financial support will reduce the need for major restructures, redundancies or course closures during the transition.

Please provide the above information by **COB Wednesday, 14 January 2026** to enable revised funding agreements to be provided to eligible universities as early as possible in 2026.

Should you have any questions, please direct these to studentprofiles@atec.gov.au.

Thanks,

s 22

Student Profiles Branch
Australian Tertiary Education Commission
Working on Ngunnawal Country

P s 22



The Australian Tertiary Education Commission acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures, and Elders past and present.

[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: VC@ANU.EDU.AU; ea.vc@anu.edu.au
Cc: s 22
Bcc:
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:56:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Brown,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$1,554,551** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

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 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

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In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

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- **the steps** your university is taking to support your staff and students during the transition period to the new system. While this funding will be included in your university’s MBGA and used to teach students, good governance is essential to providing a good learning environment for your Commonwealth supported students and the Government expects the additional financial support will reduce the need for major restructures, redundancies or course closures during the transition.

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[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: VC@NEWCASTLE.EDU.AU; eliza.holmes@newcastle.edu.au
Cc: s 22
Bcc:
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:53:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Zelinsky,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$2,960,132** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

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Next steps to facilitate distribution of the over-enrolment fund

To facilitate your university's access to the over-enrolment fund and enable revised funding agreements to be provided as early as possible in 2026, we are asking that you confirm your university's intent to proactively and transparently undertake work to give effect to the Principles ahead of formal changes to the Threshold Standards.

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 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

- the composition of governing bodies.

In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

- **how** your university has begun to give effect to the Principles and your estimated timeframe to implement, on an ‘if not, why not?’ basis. That is, to the full extent that your university is able, with clear explanation where there is a reason that full implementation is not possible and how the intent of the Principle is being addressed instead.
- **the steps** your university is taking to support your staff and students during the transition period to the new system. While this funding will be included in your university’s MBGA and used to teach students, good governance is essential to providing a good learning environment for your Commonwealth supported students and the Government expects the additional financial support will reduce the need for major restructures, redundancies or course closures during the transition.

Please provide the above information by **COB Wednesday, 14 January 2026** to enable revised funding agreements to be provided to eligible universities as early as possible in 2026.

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Thanks,

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[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: VC@CURTIN.EDU.AU; s 47F ; ea-vc@curtin.edu.au
Cc: s 22
Bcc:
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:49:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Hayne,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$5,069,086** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

Next steps to facilitate distribution of the over-enrolment fund

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 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

- the composition of governing bodies.

In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

- **how** your university has begun to give effect to the Principles and your estimated timeframe to implement, on an ‘if not, why not?’ basis. That is, to the full extent that your university is able, with clear explanation where there is a reason that full implementation is not possible and how the intent of the Principle is being addressed instead.
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Should you have any questions, please direct these to studentprofiles@atec.gov.au.

Thanks,

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[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: ANDREW.PARFITT@UTS.EDU.AU; samantha.sandford@uts.edu.au
Cc: s 22 ; [ATEC - Student Profiles](#)
Bcc: s 22
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:38:00 PM
Attachments: [Final Principles of the Expert Council on University Governance.pdf](#)
[Correspondence from Minister Clare - MS25-000564.pdf](#)
[image001.jpg](#)

Dear Professor Parfitt,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$10 million** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

Next steps to facilitate distribution of the over-enrolment fund

To facilitate your university's access to the over-enrolment fund and enable revised funding agreements to be provided as early as possible in 2026, we are asking that you confirm your university's intent to proactively and transparently undertake work to give effect to the Principles ahead of formal changes to the Threshold Standards.

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 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

- the composition of governing bodies.

In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

- **how** your university has begun to give effect to the Principles and your estimated timeframe to implement, on an ‘if not, why not?’ basis. That is, to the full extent that your university is able, with clear explanation where there is a reason that full implementation is not possible and how the intent of the Principle is being addressed instead.
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Please provide the above information by **COB Wednesday, 14 January 2026** to enable revised funding agreements to be provided to eligible universities as early as possible in 2026.

Should you have any questions, please direct these to studentprofiles@atec.gov.au.

Thanks,

s 22

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The Australian Tertiary Education Commission acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures, and Elders past and present.

[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: SHARON.PICKERING@MONASH.EDU; [Andrea Goff](#)
Cc: s 22 ; [ATEC - Student Profiles](#)
Bcc: s 22
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:34:00 PM
Attachments: [Final Principles of the Expert Council on University Governance.pdf](#)
[Correspondence from Minister Clare - MS25-000564.pdf](#)
[image001.jpg](#)

Dear Professor Pickering,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$10 million** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

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[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: VC@RMIT.EDU.AU; [Executive Assistant - Vice Chancellor](#)
Cc: s 22
Bcc:
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:46:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Cameron,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

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We estimate that your university is eligible for **\$5,114,075** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

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From: [ATEC - Student Profiles](#)
To: VC@UNIMELB.EDU.AU; cboles@unimelb.edu.au
Cc: s 22
Bcc:
Subject: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:58:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Johnston,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$1,119,484** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
- detail how it will support staff and students during the transition period to the new funding system.

Education Ministers' consideration of Expert Council on University Governance recommendations

On [18 October 2025](#), the Minister for Education, the Hon Jason Clare MP, announced that the Government will implement a new set of University Governance Principles (the Principles) to strengthen accountability, transparency and public trust in Australian universities. A copy of the Principles are **attached** for your reference.

In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

Next steps to facilitate distribution of the over-enrolment fund

To facilitate your university's access to the over-enrolment fund and enable revised funding agreements to be provided as early as possible in 2026, we are asking that you confirm your university's intent to proactively and transparently undertake work to give effect to the Principles ahead of formal changes to the Threshold Standards.

This includes that your university will commit to:

- new requirements for governing bodies to publish:
 - outcomes of meetings and decisions taken,
 - consultancy spending, its purpose, value and justification,
 - Vice-Chancellors' external roles,
 - annual remuneration reports in line with requirements for public companies, and

- the composition of governing bodies.

In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

- **how** your university has begun to give effect to the Principles and your estimated timeframe to implement, on an ‘if not, why not?’ basis. That is, to the full extent that your university is able, with clear explanation where there is a reason that full implementation is not possible and how the intent of the Principle is being addressed instead.
- **the steps** your university is taking to support your staff and students during the transition period to the new system. While this funding will be included in your university’s MBGA and used to teach students, good governance is essential to providing a good learning environment for your Commonwealth supported students and the Government expects the additional financial support will reduce the need for major restructures, redundancies or course closures during the transition.

Please provide the above information by **COB Wednesday, 14 January 2026** to enable revised funding agreements to be provided to eligible universities as early as possible in 2026.

Should you have any questions, please direct these to studentprofiles@atec.gov.au.

Thanks,

s 22

Student Profiles Branch
Australian Tertiary Education Commission
Working on Ngunnawal Country

P s 22



The Australian Tertiary Education Commission acknowledges the Traditional Owners and Custodians of Country throughout Australia and their continuing connection to land, waters and community. We pay our respects to them and their cultures, and Elders past and present.

[Website](#) | [LinkedIn](#)

From: [ATEC - Student Profiles](#)
To: VC@MQ.EDU.AU; joanne.valvekens@mq.edu.au
Cc: s 22
Bcc:
Subject: RE: Overenrolment Fund outcome and requirements
Date: Thursday, 11 December 2025 2:44:00 PM
Attachments: [Correspondence from Minister Clare - MS25-000564.pdf](#)
[Final Principles of the Expert Council on University Governance.pdf](#)
[image001.jpg](#)

Dear Professor Downton,

Based on 2024 verified enrolment data, your university was over-enrolled by more than 5 per cent compared to its allocated Maximum Basic Grant Amount (MBGA). As such, your university is eligible to receive part of the \$50 million the Government is allocating to over-enrolled universities' MBGAs in 2026.

Over-enrolment fund and requirements to access funding

During recent negotiations on commencing student loads, your university agreed to pursue a more modest growth strategy in 2026, to support the transition of all universities to the new funding system and to help moderate growth in your university's marginally funded load. The over-enrolment fund was also established to assist with the conversion of your university's marginally funded load to fully funded over time.

We estimate that your university is eligible for **\$ 9,439,064** from the over-enrolment fund in 2026. This amount is based on proportional allocation of funding to over-enrolled universities based on the extent of their over-enrolment, up to a ceiling of \$10 million.

As outlined in the Minister's letter to the Interim Commissioners on 28 August 2025 (**attached**), to access this portion of the \$50 million, your university is required to:

- confirm early adoption of agreed actions that result from Education Ministers' consideration of Expert Council on University Governance recommendations, and
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In articulating what university governance best practice looks like, the Principles provide guidance about what is expected of governing bodies, but not how it is done. The various parliamentary inquiries underway by Commonwealth and state governments, in considering the how, complement this work. The Government is committed to working with jurisdictions to avoid conflicting or overlapping regulation and look for opportunities to streamline regulation and reporting where appropriate.

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- new requirements for governing bodies to publish:
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 - annual remuneration reports in line with requirements for public companies, and

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In addition to providing this commitment to give effect to the Principles, we ask that you outline in **no more than 750 words**:

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- **the steps** your university is taking to support your staff and students during the transition period to the new system. While this funding will be included in your university’s MBGA and used to teach students, good governance is essential to providing a good learning environment for your Commonwealth supported students and the Government expects the additional financial support will reduce the need for major restructures, redundancies or course closures during the transition.

Please provide the above information by **COB Wednesday, 14 January 2026** to enable revised funding agreements to be provided to eligible universities as early as possible in 2026.

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Thanks,

s 22

Student Profiles Branch
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P s 22



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[Website](#) | [LinkedIn](#)



**The Hon Jason Clare MP
Minister for Education**

Reference: MS25-000564

s 22

Interim Australian Tertiary Education Commission
GPO Box 9880
CANBERRA ACT 2601
s 22

Dear

Thank you for your engagement and contribution to the design and implementation of the Australian Government's higher education reforms since the establishment of the interim Australian Tertiary Education Commission (ATEC) on 1 July 2025.

The Government is working to ensure access to higher education is open to all who have the interest and ability to benefit from it. This has informed our actions over the past 3 years to improve the higher education system, including cutting Higher Education Loan Program debts by 20 per cent, making Higher Education Contribution Scheme debt repayments and indexation fairer, establishing Commonwealth Prac Payments, and expending FEE-FREE Uni Ready Courses for those wanting to go to university.

Building a skilled and adaptable workforce requires growing educational attainment and is important to the Government's productivity agenda. The Government has already set an ambitious target of lifting tertiary education attainment to 80 per cent of working age people by 2050. Reaching the target requires more students being able to access tertiary education than ever before. This will require more places for students in the areas where they live and more places for low socio-economic status (SES) students, First Nations students and students with disability.

Thank you for sharing with me your views on the challenges that may emerge during the implementation of the Managed Growth Funding System (MGFS). Some universities have also raised concerns with me about the actions other universities are taking and the impact those actions may have on their transition to the MGFS, their ongoing sustainability, and the system as imagined by the Australian Universities Accord.

I agree taking steps to start addressing over-enrolment from 2026 is important to safeguard the sustainability of newer and smaller universities during transition to the new MGFS from 2027. It will also ensure the most efficient funding allocation as we move to the new system.

As part of your role, I ask that you continue to work with the Department of Education to negotiate the transition trajectory for marginally funded load from 2026 and indicate a growth trajectory for others. Given the expected higher levels of student demand in 2026 and the approaching 2027 changes, I ask that you engage with universities to agree steps to manage their over-enrolments as we transition to the MGFS. Negotiations should also involve under-enrolled universities to ensure interested students can access a place at university.

For the benefit of the entire system, over-enrolled universities should take steps to reduce, or not further grow, their commencing student load in 2026. Negotiations should include:

- Over-enrolled universities projected to be eligible for a share of the \$50 million over-enrolment fund as part of the 2026 transition arrangement agreeing to a plan for commencing load for the 2026 academic year. Agreement to a plan is a pre-condition for their access to the over-enrolment fund. This plan must include steps they will take to support their staff and students during this transition period and early adoption of agreed actions that result from Education Ministers' consideration of recommendations from the Expert Council on University Governance in October 2025;
- Government agreement to more attractive retention of student contributions from the over-enrolled cohort during the transition to fully-fund their student load over time, should universities comply with the agreed plan; and
- Clarifying the actions they take now will be considered by the ATEC when allocating growth places through mission based compact negotiations for 2027.

For other universities, there should be a clear expectation that they will grow, within reason, and be provided a glidepath for 2027 if required. For universities facing financial challenges in 2026, key settings for the Structural Adjustment Fund should be discussed, including timing and the likely process to apply for this additional funding. This should include steps to support their staff and students during the transition period and early adoption of agreed actions that result from Education Ministers' consideration of recommendations from the Expert Council on University Governance in October 2025.

I expect Domestic Student Profiles for 2027 to be established by mid-2026. The 2027 Total Allocation Pool set by the Government includes at least 15,000 additional funded Commonwealth supported places. This ensures funded places are available in the system to allow every eligible student from low-SES and/or regional and remote backgrounds to access a fully funded place in a non-medical bachelor degree at a publicly funded university.

To provide funding and planning certainty to universities and to enable critical early conversations ahead of the 2026 transition year, I ask that you share proposed priorities for growth of 2027 Domestic Student Profiles with eligible universities. These proposed priorities include:

- Supporting a gradual transition towards fully funded student load over time, where a transition trajectory has been agreed to between the ATEC and the university;
- Supporting smaller universities to operate sustainably;
- Prioritising growth in regional and outer-metropolitan locations that have strong student demand;
- Maximising growth in priority cohorts, including through the Government's commitment to a managed demand-driven system for eligible students from under-represented backgrounds; and
- Continuing to fund increased diversity in the provision of Commonwealth supported places.

The approach outlined above allows you to engage with under-enrolled universities to discuss their sustainability during transition as well as forecast their access to future growth opportunities. It also allows you to take steps to address significant over-enrolments in other parts of the current system.

Thank you for your continued leadership and support during this transitional period. I look forward to working closely with you to build a better and fairer higher education system.

Yours sincerely



JASON CLARE

28 / 8 / 2025

Final Principles of the Expert Council on University Governance

Endorsed by the Expert Council on University Governance | August 2025

Introduction to the Principles

These Governance Principles for public universities provide a framework for strengthening and continuously improving governance at Australia's public universities. The Principles set out the practices essential to good university governance and performance, for the benefit of universities and their diverse stakeholders now and into the future. While the Principles provide a framework of recommended governance practices for Australia's public universities, they do not mandate a 'one size fits all' approach.

Australia's universities are diverse, and each has its own unique circumstances and context. The ability of universities to take different approaches and learn from each other also underpins continuous improvement. Each university's governing body is best placed to determine and 'own' how the Principles should be applied to their university, having regard to its strategic priorities, circumstances and context. Any departures from the Principles will require the governing body to explain clearly and convincingly the circumstances and reasons behind that decision and how the university will seek to achieve the desired outcomes of the Principles.

This 'if not, why not' approach seeks to recognise the unique circumstances of each university, while ensuring appropriate information about the university's governance choices and commitments is readily available.

Reflecting the diversity of the public university sector, including in terms of governance maturity, the Principles are high level. Their success in lifting governance performance will depend critically on the intent and curiosity with which universities consider and apply them and similarly, and how proactive stakeholders are in using the Principles to shape their expectations and engagement with universities and the sector broadly.

Public universities are statutory bodies, established by State, Territory or Commonwealth law. Governance and accountability requirements are imposed under those laws and other laws of the States, the Territories and the Commonwealth which are of general application.

All universities are subject to an accreditation-based regulation by the Tertiary Education Quality Standards Authority (TEQSA) and are required to comply with Higher Education Standards Framework (Threshold Standards) 2021 (Threshold Standards) which embrace a number of topics, including, in Domain 6 of the Threshold Standards.

Corporate governance is defined by TEQSA as: "*the framework of structures, rules, relationships, systems and processes of an entity through which:*

- *corporate directions and targets are set,*
- *authority is delegated,*
- *organisational performance is monitored,*
- *risks are identified, managed and controlled,*
- *organisational accountability is maintained,*
- *corporate culture is developed and influenced."*¹

¹ TEQSA Guidance Note: Corporate Governance, Version 2.4 (26 August 2019) at page 1

TEQSA also defines academic governance in the following terms:

“Academic governance is concerned with the integrity and quality of the core higher education activities of teaching, student learning, research (including research training) and scholarship. It refers to the framework that regulates a provider’s academic decisions and quality assurance, incorporating policies, processes, definition of roles, relationships, specifications of delegations, systems, strategies and resources that ensure academic quality and continuous improvement.”²

The concept of independence is important in governance. For the purpose of the Principles, the following definition is adopted:

A member of the governing body is independent if they are free from any relationship or circumstances that could reasonably be seen to interfere with their ability to make impartial decisions in the best interests of the university. Independent members do not hold and have not recently held (for example in the last three years) management positions within the university, or have or have recently held material business or personal relationships that could be seen to interfere with their impartiality. Nor have they served on the governing body for so long that their ability to bring independent judgement to the governing body’s decision is compromised or could reasonably be seen to be compromised.

The Principles are intended to replace the UCC Voluntary Code and work with existing regulatory and legal frameworks and requirements.

The Principles reflect the substance of the deliberations of the Council on University Governance. If they are to be mandatory and administered by a regulator, then closer attention will be required in drafting requirements including to take into account existing legislation and regulation that applies.

² TEQSA Guidance Note: Academic Governance, Version 3.1 (30 November 2023) at page 1

Principle 1 – Accountability: Governance structures and accountabilities are well-defined, effective and transparent

The governing body actively oversees the university's strategy, performance, risk management, culture and compliance consistent with its purpose and in the public interest, acting in the best interests of the university. The distinct roles and responsibilities of the governing body, academic body and senior management are clearly delineated, understood and respected.

1.1 – Governing Body

The governing body should:

- a. have a charter that clearly sets out:
 - i. the respective roles and responsibilities of the governing body, the academic body and senior management, including the governing body's responsibility for the university's purpose, strategy and long-term financial sustainability,
 - ii. the matters reserved to the governing body and those it has delegated to committees and the Vice-Chancellor,
 - iii. how the governing body, senior management and the academic body are to work effectively together to optimise performance with strong accountability,
- b. have an effective, transparent process for appointing the Vice-Chancellor,
- c. provide for adequate resources and processes to discharge its oversight responsibilities, appoint a university secretary that is accountable to it, through the
- d. Chancellor, on all matters to do with the proper functioning of the governing body, and
- e. disclose the governing body's charter and membership, the number of meetings it held annually and the attendance by members of the governing body.

1.2 – Governing Body Committees

The governing body should:

- a. have the committees it needs to effectively perform its role and discharge its responsibilities, and ensure that each committee:
 - i. has the expertise and independence it needs to perform effectively,
 - ii. is chaired by an independent member of the governing body,
 - iii. has at least two independent members of the governing body and at least three members in total with appropriate skills, appointed by the governing body,
 - iv. has a charter,
 - v. has effective, appropriately resourced and skilled secretariat support,
 - vi. works effectively with the governing body and with senior management, and
- b. disclose each committee's charter and membership, the number of meetings held annually and the attendance by members of the committee.

1.3 – Chancellor

The Chancellor of the university should:

- a. be appointed through an effective, transparent process,
- b. be a person of high integrity who is independent of senior management and of interests that could conflict with the interests of the university,
- c. have appropriate skills and experience to chair the governing body, contribute to its performance and steward a culture that is consistent with the university's purpose and values, and
- d. be accountable to the governing body.

1.4 – Vice-Chancellor, Senior Managers and Controlled Entities

The governing body should:

- a. expect the Vice-Chancellor and senior managers³ to understand and respect the oversight role of the governing body and engage with the governing body in an open and constructive manner,
- b. undertake appropriate checks before appointing a Vice-Chancellor or senior manager,
- c. clearly document delegations of decision-making power to the Vice-Chancellor, senior managers and others,
- d. hold the Vice Chancellor accountable:
 - i. through the provision by the governing body of clear and transparent expectations of what is required of the Vice-Chancellor, including on financial, academic, workforce and operational performance, with the Vice-Chancellor reporting back, at least annually, to the governing body demonstrating the Vice-Chancellor's performance against each of those expectations, and
 - ii. for ensuring that each senior manager is accountable through the provision of the Vice-Chancellor to them of clear and transparent expectations of what is required of them in the performance of their respective roles, with each senior manager reporting back, at least annually, to the Vice-Chancellor demonstrating the senior manager's performance against each of those expectations, and
- e. have and disclose a process for periodically evaluating the performance of the Vice-Chancellor and each senior manager, and
- f. require that any controlled entities of the university, including in other countries, have the governance structures, accountabilities, resourcing and capabilities needed to operate in alignment with the university's purpose, objectives and risk appetite.

³ In these Principles 'senior managers' means the senior executives of the university whose roles involve significant strategic or operational responsibility and are not covered by enterprise agreements. It typically includes direct reports to the Vice-Chancellor with executive-level leadership responsibilities. 'Senior management' means the Vice-Chancellor and the senior managers.

Principle 2 – *Diversity of perspectives*: Composition of the governing body enables purpose and performance

The governing body collectively has the skills, knowledge, capabilities, independence of mind and diversity of perspectives to perform its role and discharge its responsibilities consistent with the university's purpose and in the public interest. The governing body is inclusive and seek continuous improvement.

2.1 – Capabilities, Diversity, Renewal and Succession

The governing body should:

- a. agree and document the capabilities and perspectives it needs to perform its role effectively, including the collective skills, knowledge, and experience of its members,
- b. have an effective skills matrix that:
 - i. reflects a clear, shared understanding of the specific skills, knowledge, experience and perspectives it needs to perform its role and discharge its responsibilities,
 - ii. reflects the governing body's need for independent members with relevant experience working in the higher education sector,
 - iii. includes detailed skills and objective criteria for assessing the skills of individual governing body members, and
 - iv. is reviewed and updated at least annually,
- b. appropriately disclose its skills matrix,
- c. have a renewal and succession plan for members of the governing body, that reflects the skills matrix,
- d. have and disclose a transparent, rigorous, and merit-based processes by which its members, other than elected members, are appointed,
- e. make the skills matrix available to those responsible for appointing or nominating members to the governing body,
- f. recognise the value of diverse perspectives and respect the differing views of its members, including elected members, and
- g. disclose the term for which each of its members is serving on the governing body.

2.2 – Appointments

The governing body should:

- a. have a committee that supports appointments and changes to the governing body's membership, having regard to an agreed skills matrix.

2.3 – Induction and Development

The governing body should:

- a. ensure each member receives a comprehensive induction that meets their needs, taking into account their experience and knowledge (noting that all governing body members need an induction to perform effectively), and covers:
 - i. the operations of the university, its purpose, strategy, performance, objectives and key issues, including the work of the academic body,
 - ii. the university's governance, structure, accountabilities and workforce,
 - iii. the responsibilities and expectations of governing body members, particularly for those without governing body experience, and
- b. have an ongoing development program for all members of the governing body to ensure their knowledge of relevant topics is sufficient and up to date and monitor the development of skills and knowledge.

2.4 – Individual Members

The governing body should:

- a. provide each new member of the governing body with a document setting out their role and responsibilities, the Code of Conduct and the policy on conflicts of interest, and seek from each member an acknowledgement that they have read the document, and
- b. have a written policy on conflicts of interest that:
 - i. clearly identifies potential conflicts of interest or duty,
 - ii. explains how conflicts are to be managed,
 - iii. explains how decisions about conflicts and their management can be challenged, and
 - iv. is not inconsistent with legal requirements.

2.5 – Governing Body's Performance

The governing body should:

- a. seek to continuously improve its performance and that of its committees, through regular reflection, feedback and evaluation,
- b. foster dynamics grounded in mutual respect and confidence, with open, constructive discussions focused on the success of the university, with psychological safety and respectful challenge,
- c. ensure all members are treated fairly and with respect,
- d. schedule its meetings and the timely distribution of materials for consideration to enable all members to contribute effectively,
- e. have an externally facilitated review of the performance of the governing body, its committees and the Chancellor at least every three years, extending to such other areas as are determined by the governing body, including individual member performance,

- f. in intervening years, have an annual internal review of the performance of the governing body, its committees and the Chancellor,
- g. have a process for suspending or removing a member (including a Chancellor) who has lost the confidence of the governing body,
- h. disclose its process for reviewing the performance of the governing body, its committees and individual members, and
- i. annually disclose whether a review has been undertaken and, if so, the scope of that review.

Principle – 3 *Independence*: Academic standards and freedom are respected and protected

Educational and research standards are upheld and the ability of faculty and students to pursue knowledge, conduct research and express ideas without undue pressure from external political or commercial pressures is ensured.

3.1 – Academic Governance

The university should:

- a. establish an academic body to support and advise the governing body on matters of academic governance,
- b. provide for the chair of the academic body to be elected by that body or by academic staff or appointed on the basis of relevant skills and experience, independently of senior management, and
- c. provide for the chair of the academic body to hold office *ex officio* as a member of the governing body, with the same fiduciary duties as other members.

3.2 – Academic Body

The academic body should:

- a. have a charter that clearly sets out:
 - i. the role and responsibilities of the academic body,
 - ii. the matters within its remit and over which it has decision making power, subject to the oversight of the governing body,
 - iii. how its members are elected, selected and appointed to ensure it has the academic expertise and skills, and independence from senior management to discharge its responsibilities,
 - iv. how the academic body, governing body and senior management are to work effectively together to optimise the university's accountability and performance,
- b. work effectively with the governing body and its committees to ensure academic risk is effectively managed,
- c. have effective, appropriately resourced and skilled secretariat support,
- d. regularly report its activities to the governing body, including on academic quality, research and certification of awards, and
- e. disclose the academic body's charter and membership, and the number of meetings it held annually.

Principle – 4 Transparency: Purpose, strategy and performance are clear and openly communicated

The university's purpose, strategic and short-term objectives are explicit and aligned. Governance of, and performance against, the university's purpose and objectives are transparent to stakeholders.

4.1 – Purpose, Strategy and Objectives

The governing body should:

- a. require the university's purpose is documented and clearly communicated internally and externally,
- b. have appropriate regard to the university's purpose in all decision-making,
- c. work with senior management to develop a strategic plan that furthers the purpose with clear objectives and performance measures, and
- d. agree annual objectives for the Vice-Chancellor that reflect the purpose and strategic objectives of the university.

4.2 – Performance and Transparency

The governing body should:

- a. subject to the need for decisions of the governing body to be kept confidential for legal or commercial reasons, take a transparent approach to decision-making and communicate decisions on material matters to affected stakeholders with the reasons why those decisions were made,
- b. monitor performance against the strategic and annual objectives, ensuring sufficient attention is directed to strategic issues, risks and priorities,
- c. annually evaluate the performance of the Vice-Chancellor against the agreed objectives, and
- d. annually report publicly the university's objectives and performance against them, other than matters that are commercially or strategically sensitive and must remain confidential.

Principle - 5 Trustworthy: The university operates lawfully, ethically, responsibly, and consistent with its public purpose

The university instils and consistently reinforces a culture of acting lawfully, ethically and responsibly, and consistent with its values and purpose.

5.1 – Tone from the Top

Led by the Chancellor, members of the governing body should:

- a. be exemplars of a positive culture and act consistently with the university's purpose and values in their interactions with staff, students and other stakeholders and their conduct generally,
- b. with the knowledge of the Vice-Chancellor, meet informally with staff members, ask about the culture, and encourage them to make known concerns they may have about conduct or systems which are inconsistent with the objectives of a positive university culture, and
- c. give constructive feedback to other members of the governing body and senior managers if, by their conduct, they are exemplars of the positive culture of the university or not, and senior managers should give feedback to staff.

5.2 – Oversight of Culture

The governing body is accountable for the university's culture and should:

- a. have a Code of Conduct for its members and staff with clear expectations and consequences,
- b. ensure the desired culture, values and expected behaviours are clearly articulated, through the Code of Conduct, policies and other documents, and communicated effectively throughout the university,
- c. ensure there is a plan to foster the desired culture and monitor implementation of the plan,
- d. have a committee that supports its accountability for and oversight of culture, workforce matters and remuneration, and
- e. proactively monitor culture throughout the university and ensure there is an appropriate and timely response to inappropriate conduct, and that actions taken in response to any systemic cultural failings are reported publicly, respecting the privacy of individuals.

Principle – 6 Inclusive + Responsive: Expectations of the university’s community and stakeholders are understood, respected and responded to

The university actively seeks to understand the legitimate needs and expectations of key stakeholders through structured and ongoing engagement that demonstrates respect and responsiveness to those needs and expectations.

6.1 – Stakeholder Expectations and Engagement

The governing body should:

- a. require that the university has effective, formal mechanisms for communicating, engaging with, and listening to students, staff, unions, Government, First Nations people, regulators, community and other key stakeholders,
- b. disclose the university’s mechanisms for engaging with key stakeholders and its systems for stakeholders to raise issues, make complaints and provide feedback,
- c. disclose the university’s performance in relation to meeting the needs and expectations of students, staff and other key stakeholders,
- d. require that there are effective, confidential, and transparent processes to regularly capture student input on the university’s strategy, policies, performance, culture, student experience, wellbeing and safety, and
- e. require that there are effective, confidential, and transparent processes to regularly capture staff input on the university’s strategy, policies, performance, culture, staff experience, wellbeing and safety.

6.2 – Creating a Safe and Inclusive Environment for Staff, Students, and the University Community

The governing body should:

- a. require the university to provide a safe and inclusive environment for staff and students, including through having appropriate policies, systems and accountabilities.

6.3 – Complaints, Feedback, and Input from Students, Staff, and Stakeholders

The governing body should:

- a. require that there are effective, confidential, and transparent processes to regularly capture student input on the university’s strategy, policies, performance, culture, student experience, wellbeing and safety,
- b. require that there are effective, confidential, and transparent processes to regularly capture staff input on the university’s strategy, policies, performance, culture, staff experience, wellbeing and safety,

- c. require that there are effective external systems for students, staff and others to confidentially raise concerns and complaints and to provide appropriate feedback, with whistleblower complaints referred to appropriate people, and
- d. monitor complaints and feedback, including trends and themes, and require that appropriate and timely action is taken in response.

Principle 7 – Sustainable: Risks are understood and managed effectively

The governing body proactively and effectively oversees risks to the achievement of the university's purpose and objectives, consistent with the university's strategy and risk appetite.

7.1 – Risk Management and Compliance

The governing body is accountable for the university's risk management and compliance and should:

- a. ensure there is an effective risk management framework with clear accountabilities, and a clear risk appetite statement that addresses financial and non-financial risks,
- b. ensure there are policies for important risks to be appropriately managed and regulatory obligations to be met,
- c. monitor risks, including social licence-sensitive, financial, operational and compliance risks, and how well they are managed in line with the risk management framework and risk appetite statement, with material failures reported promptly and appropriately remediated,
- d. ensure that the risk management framework, policies and controls are periodically reviewed and that conformance with them is tested and reported,
- e. promote a risk culture that supports the proactive identification and management of risk, compliance and accountability, and the university's ability to operate consistently within its risk appetite,
- f. have a committee that supports its accountability for and oversight of risk management and compliance, and
- g. disclose the risk management framework and material financial and non-financial risks.

7.2 – Assurance

The governing body should:

- a. oversee, with support from the relevant committee, the internal audit function or alternative processes in place for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes,
- b. require that staff with concerns about audit, risk or compliance matters can escalate their concerns directly to the relevant committee or governing body member if other processes have been exhausted,
- c. require that the adequacy of the risk management framework, policies and controls, and conformance with them, are periodically tested by the internal audit function, with the results reported to the relevant committee, and
- d. monitor the work of the internal audit function, or alternative processes in place, and ensure that appropriate, timely action is taken in response to unacceptable risks or control weaknesses.

Principle 8 – *Responsible*: Workforce and remuneration are structured fairly and responsibly

The governing body ensures all staff are properly remunerated, that senior management remuneration is aligned with public expectations and sector benchmarks, and that the university has a clear and sustainable workforce strategy.

8.1 – Workforce Strategy

The governing body is accountable for the university's workforce strategy and should:

- a. oversee the university's workforce strategy and design that provide for fair and sustainable employment, and
- b. monitor implementation of the strategy and design.

8.2 – Remuneration

The governing body is accountable for the university's remuneration strategy and should:

- a. establish an appropriate remuneration framework that reflects:
 - i. ethical considerations, including public trust, reputational risk and the university's social context and purpose as a publicly funded institution,
 - ii. the university's size, complexity and leadership responsibility,
 - iii. the university's financial sustainability and funding model,
 - iv. benchmarking against other relevant public sector, for-purpose entities and private sector entities,
 - v. structured job evaluation methodologies for senior management roles to independently assess role complexity and contribution in a consistent and evidence-based way,
 - vi. alignment with performance against pre-agreed, measurable outcomes aligned with the university's strategy,
- b. monitor implementation of the remuneration framework,
- c. require that there are effective systems for staff to be paid in accordance with legal requirements,
- d. disclose the remuneration framework,
- e. ensure any variable remuneration or incentive payments are linked to clear performance metrics,
- f. annually disclose the remuneration of the Vice-Chancellor and senior managers, including a breakdown of their fixed remuneration, any variable remuneration and incentive payments, and other benefits, and
- g. annually disclose whether the Vice-Chancellor or senior managers received material remuneration from a party other than the university.