



Australian Government

Government response to the Senate Education and
Employment Committee reports into the quality of
governance at Australian higher education providers

May 2026

Overview

The Australian Government (the Government) thanks the Senate Education and Employment Committee (the Committee) for its inquiry into the quality of governance at Australian higher education providers and acknowledges the contributions to this of staff, students, the sector, communities and other stakeholders.

Australian universities receive more than \$22 billion in public funding each year and play a central role in Australia's civic, economic and social life through education and research. As public institutions, universities should be held to high standards of governance, integrity and accountability.

The interim and final reports of the Committee highlight serious and troubling challenges across parts of the sector that have undermined trust, performance and universities' social licence.

The Government is taking decisive action to address these issues through regulatory reform, strengthening transparency and accountability and setting clearer expectations of university governing bodies.

This Government response addresses the Committee's interim report published on 19 September 2025 and final report published on 11 December 2025.

The Government acknowledges and notes the additional 16 recommendations from the Australian Greens in the interim and final reports, and the 17 recommendations made by Senator David Pocock in the final report.

Australian Government Response

The Government is committed to improving the transparency and accountability of Australian public university governing bodies and has initiated a range of actions to strengthen governance arrangements to ensure governance at Australian universities aligns with the expectations of students, staff and their communities.

The Government supports staff and student involvement in the management of their university communities and in university decision-making processes, and supports elected staff and student representation on university councils.

The Government notes Australia's public universities are statutory corporations established under state or territory legislation, except for the Australian National University, and acknowledges responsibility for the establishing acts of universities rests with relevant jurisdictions.

University governance improvements

In January 2025, Education Ministers agreed membership of the Expert Council on University Governance. The Council was formed to develop new university governance principles (the Principles) and provide recommendations to strengthen governance in Australia's public universities.

In October 2025, Education Ministers considered the Principles and recommendations from the Expert Council alongside recommendations from this Senate Committee's interim report. The Government has announced it will implement the Principles and additional transparency requirements by writing them into Commonwealth regulation through the Higher Education Standards Framework (Threshold Standards) 2021.

Public universities will be required to report annually on their compliance with the Principles and additional transparency requirements on an 'if not, why not' basis to the independent higher education sector regulator, the Tertiary Education Quality and Standards Agency (TEQSA). This will allow TEQSA to take compliance action against universities that repeatedly fail to meet the Principles and additional transparency requirements.

The Principles and additional transparency requirements will strengthen accountability and public trust in Australian universities and provide a framework for good governance and performance that will benefit universities, students, staff and the communities they serve.

The Principles set strong expectations across eight key themes:

- **Accountability:** Governance structures and accountabilities are well-defined, effective and transparent.
- **Diversity of perspectives:** Composition of the governing body enables purpose and performance.
- **Independence:** Academic standards and freedom are respected and protected.
- **Transparency:** Purpose, strategy and performance are clear and openly communicated.
- **Trustworthy:** The university operates lawfully, ethically, responsibly, and consistent with its public purpose.
- **Inclusive and responsive:** Expectations of the university's community and stakeholders are understood, respected and responded to.
- **Sustainable:** Risks are understood and managed effectively.
- **Responsible:** Workforce and remuneration are structured fairly and responsibly.

In line with recommendations from this Senate Committee, the Government has also announced that university governing bodies will be required to meet additional transparency requirements, which include publishing:

- outcomes of meetings and decisions taken;
- consultancy spending, its purpose, value and justification;
- Vice-Chancellors' external roles, and conflicts of interest;
- annual remuneration reports in line with requirements for public companies; and
- composition of governing bodies.

The Government expects the Principles and additional transparency requirements will be incorporated into the Threshold Standards and commence from mid-2026.

Further, the Government, in collaboration with the Commonwealth Remuneration Tribunal, states and territories, and stakeholders including the Universities Chancellors Council, will establish a framework for Vice-Chancellor remuneration.

Modernising and strengthening TEQSA's powers

In September and October 2025, the Government consulted on opportunities to modernise and strengthen TEQSA's powers to better meet the standards students, staff and the community expect of our universities. This included ensuring the higher education regulatory system is student-centred and responsive to contemporary community expectations, including on university governance, and that TEQSA is equipped to act proactively where risks emerge.

Feedback from this process will inform further improvements to the higher education legislative and regulatory framework and will ensure TEQSA can step in and act when justified in the public interest.

Student and staff wellbeing

The Government established the independent National Student Ombudsman (NSO) to investigate and resolve student complaints about universities. The NSO commenced operations on 1 February 2025 and aims to provide an effective, trauma-informed complaints mechanism for higher education students.

The NSO has strong investigative powers, similar to those of a Royal Commission, and can make recommendations to a provider about the actions that should be taken to resolve a complaint. The NSO has the power to monitor a provider's

implementation of its recommendations, as well as share information with relevant regulators to provide the basis for potential compliance action where necessary.

If a provider does not take appropriate action in response to NSO recommendations, the NSO is able to provide the Minister for Education with a copy of an investigation report for tabling in Parliament. The NSO reports annually on complaint volumes, complaints outcomes and compliance with recommendations.

TEQSA has issued a Statement of Regulatory Expectations on student grievance and complaint mechanisms which sets out TEQSA's expectations relating to governance and accountability regarding student complaints, including assurance and reporting to higher education providers' governance bodies.

TEQSA has published a Statement of Regulatory Expectations on compliance with workplace obligations. This Statement sets out TEQSA's expectations of registered higher education providers to ensure they are meeting their obligations under workplace laws (as defined in section 12 of the *Fair Work Act 2009*) to their staff.

Further changes to the higher education legislative and regulatory framework, as outlined above, will support TEQSA to develop new Statements of Regulatory Expectation, including on university governing bodies reflecting expectations of the communities they serve and meaningfully incorporating staff and student perspectives.

Better regulation

The Government has established the Better Regulation Working Group to streamline processes and improve efficiency in the higher education sector. The Working Group is considering opportunities to make government regulation and internal provider operations more efficient for higher education providers, while continuing to assure quality and confidence in the sector.

TEQSA and the Australian Skills Quality Authority have jointly released the Dual Sector Regulatory Strategy to reduce duplication and streamline regulation for Australia's 57 dual sector providers.

TEQSA is working closely with agencies including the Department of Education, the Fair Work Ombudsman and the interim Australian Tertiary Education Commission (ATEC) on data sharing and reducing duplicative data reporting requirements where possible.

Research, the Australian Tertiary Education Commission (ATEC) and the former Coalition government's Job-ready Graduates changes

The Strategic Examination of Research and Development (SERD) Final Report was provided to the Government for consideration by the SERD Expert Panel in December 2025. The Government is considering the report's recommendations.

Recommendations regarding the ATEC and the former Coalition government's Job-ready Graduates changes have been addressed in other recent Australian Government Responses to Senate Inquiries.

Australian Government response to Interim report recommendations

No.	Recommendation	Government Response
1	<p>The Committee recommends that universities improve the transparency and accountability of their governing bodies, including by:</p> <ul style="list-style-type: none"> - publishing all minutes of council meetings in their entirety, on university websites, while ensuring that personal or legally protected information is appropriately withheld - publicly disclosing details of all spending on consultants, including the purpose of each consultancy and the extent to which the capacity exists to perform that function within the institution - maintaining a publicly disclosed conflict-of-interest register for university council members and senior university executives. Where senior executives receive remuneration for external roles, mitigation actions to manage any perceived or real conflicts-of-interest (which could include the offsetting of salaries) should be both agreed and disclosed on the public register - publishing annual remuneration reports in-line with requirements for public companies including role-specific salaries of senior university executives, and - publicly reporting on the composition of governing bodies, including the proportion of elected members and those with public and higher education sector experience, and that there be transparency over the appointment process for non-elected positions. 	Supported
2	TEQSA regulatory mechanisms to enforce these transparency and accountability practices are considered alongside the current process to modernise and strengthen TEQSA's powers.	Supported
3	Universities adopt best-practice and meaningful consultation for major change proposals, including involvement from staff and students prior to decisions being made.	Supported
4	Develop a framework for remuneration classification ranges for Vice-Chancellors	Supported
5	Universities set and implement a minimum proportion of members with public administration and higher education expertise on university governing bodies.	Supported
6	Universities set and implement a minimum proportion of elected representatives (staff, undergraduate and postgraduate students) on governing bodies.	Supported
7	Universities ensure equal and respectful treatment of elected staff and students on governing bodies. While university governing bodies need to retain responsibility for engaging and consulting with members of their community, including students and staff, they should support elected representatives to consult with their communities as needed.	Supported
8	Universities adopt a best-practice model for the induction and continuous professional development of nominated and elected council members and facilitate governance training for these members where appropriate.	Supported
9	The Government, following the current consultation process being undertaken by the Department of Education, introduce legislation to provide the Tertiary Education	Supported

	Quality and Standards Agency with the necessary suite of powers to investigate potential breaches of the Threshold Standards and enforce its compliance directions.	
10	TEQSA take steps to improve governance reporting requirements to enable it to identify and mitigate risk across the university sector, including public reporting on the results of its compliance processes.	Supported
11	TEQSA work with other regulatory bodies, Commonwealth and states, to identify common data requests relating to university governance, and to work across jurisdictions to avoid duplicative reporting requirements, where possible.	Supported
12	Universities examine and enhance their complaints processes to ensure they are effective and accessible to all members of the university community	Supported

Australian Government response to Final report recommendations

No.	Recommendation	Government Response
1	State and territory governments review the establishing acts of universities to ensure the primacy of public research and education in their objects and functions and consider the composition of members on governing bodies that ensure this can be achieved.	Noted
2	Duties of council members, and assessments of the performance of university councils should reflect the primacy of public research and education and assessments of the performance of university councils should reflect their role in ensuring the primacy of public research and education as the core functions of universities.	Supported-in-principle
3	<p>The Tertiary Education Quality and Standards Agency, in addition to the embedding of the Principles into the Threshold Standards, update its guidance to universities to support proactive adoption of key compliance, oversight and governance measures (such as the following measures agreed by the University of Melbourne in its Enforceable Undertaking with the Fair Work Ombudsman) including by:</p> <ul style="list-style-type: none"> - implementing a comprehensive enterprise resource planning system that includes a human resources and finance system, payroll system, and rostering and time-and-attendance system, and undertaking an audit of the new system following its implementation - embedding a worker voice mechanism, such as a standing committee comprised of representatives from the National Tertiary Education Union and university management, and a focus on corporate governance by ensuring there is centralised oversight of and accountability for wage compliance and an effective flow of information in respect of wage compliance issues from employees to executive level, and vice versa - establishing subcommittees of university councils and the university executives with an explicit focus on workplace relations compliance as well as a new centralised Employment Compliance Directorate committed to supporting a culture of compliance and continuous improvement - commissioning training and education for relevant staff and providing clear internal pathways for employees to raise queries relating to their wages and entitlements 	Supported-in-principle
4	The Department of Education prioritise its work related to requirements for universities to provide improved data on the number of casual staff to increase transparency and understanding of workforce patterns and issues (including headcounts, as well as the proportion of teaching hours undertaken by casual staff).	Noted
5	The Threshold Standards be amended to require academic boards to conduct an annual review of the academic staffing profile for each course, ensuring there is sufficient academic oversight, teaching capacity and support to maintain high-quality learning and outcomes. This review should also ensure that courses with practicums or work-integrated learning (WIL) have an adequate number and quality of placements with appropriate supervision. The balance of continuing and casual staff must support consistent teaching quality and reliable access to individual student assistance	Noted
6	TEQSA develop a monitoring and reporting framework for course quality and staffing, and establish an ongoing program of course monitoring to provide continued assurance of quality and appropriate staffing	Supported-in-principle

7	<p>The Government, as part of its commitment to modernise and strengthen the TEQSA's powers:</p> <ul style="list-style-type: none"> - introduce an explicit requirement for TEQSA to consider matters relevant to the interests of students and the preservation of Australia's reputation for quality higher education as part of its regulatory function - introduce a positive duty on providers to take reasonable and proportionate actions to comply with the Threshold Standards. 	Supported
8	<p>TEQSA develop a statement of expectations that sets out the key considerations which academic governance processes should oversee in their internal quality assurance. This should include ratios of continuing vs casual staff, experience of teaching staff including PhD candidates and subject coordinators. It should also set out expectations of regular reporting to the governing body.</p>	Supported-in-principle

Australian Greens Party additional comments and recommendations

Interim Report

Recommendation 1: Australian Tertiary Education Commission's foundational legislation should clearly articulate the public mission and the educational, social, and civic functions of a public university sector.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 2: Establishing acts of universities be amended to clarify their central purpose is public research and education, not commercial or corporate performance.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 3: The Government immediately reverse the Job-ready Graduates Package fee hikes and funding cuts.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 4: Meetings of all university councils and governing bodies be held in public and be livestreamed online.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 5: All higher education provider governing bodies reflect the community's diversity including First Nations peoples, culturally and racially marginalised people, LGBTIQ+ people and people with disabilities.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 6: The majority of members on university governing bodies have public administration and higher education expertise.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 7: A minimum membership requirement of at least 50 per cent democratically elected staff and student representatives (including undergraduate and postgraduate students) be set for governing bodies.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 8: In addition to council minutes, reports produced for council and annual self-performance reviews be published on university websites.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 9: Complaints processes be examined and enhanced by working with students, staff, and student bodies.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 10: The TEQSA regulatory framework be amended to include a consultation framework for how universities meaningfully involve, consult and work with students and staff as partners in major change proposals, prior to decisions being made.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Final Report

Recommendation 1: To limit the use of consultants and outsourcing at universities, an appropriate Federal government agency develops principles for this purpose that prioritise in-house expertise.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 2: Federal government funding to public universities be increased to fully fund universities and make them free, starting by increasing funding to at least the Organisation for Economic Co-operation and Development average.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 3: Universities implement protections for whistleblowers and student activists, including the establishment of a Whistleblower Protection Authority, and protect the right of students and staff to protest on university campuses.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 4: Require all public universities to adopt transparent ethical investment and procurement policies, with binding commitments to divest from weapons manufacturers, fossil fuel corporations, and gambling industries.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 5: Establish a publicly accessible register of all university partnerships, sponsorships, and funding arrangements with corporations and external entities, including the nature and value of the partnership.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 6: Increase PhD stipends to above the minimum wage.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Senator David Pocock additional comments and recommendations

Final Report

Recommendation 1: ATEC should prioritise work to develop and consult on new models to sustainably fund Australia's universities to achieve their primary purpose in the public good. ATEC's work program must also tackle with urgency reforming the failed Job Ready Graduates Scheme and changing the timing of indexation of student debt.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 2: With due consideration of the final report of the Strategic Examination of Research and Development review, the Government should commit to a pathway for increasing investment in research over the short, medium and longer term. This should also address the long-neglected issue of increasing PhD stipend base rates to support the next generation of researchers and academics our country will rely upon.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 3: Inquiries into university governance should be replicated in all other Australian states and territories to ensure that universities are meeting community expectations regarding governance practices.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation is a matter for States and Territories.

Recommendation 4: Further to the Committee's first recommendation, state and territory governments, in reviewing the establishing acts of universities, should also amend those acts to ensure they meet, at a minimum, the recommendations of this inquiry and the Expert Council. University establishing acts ought to have explicit public good objectives and should require that governing bodies have the appropriate structure and composition to meet such public good objectives.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation is a matter for States and Territories.

Recommendation 5: Independent bodies representing university stakeholders be created with powers to appoint new governing body members and, in cases of serious failure, breach, or loss of confidence, to terminate the appointment of existing members.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 6: Update university practices and procedures to prohibit or severely limit the circumstances in which non-disclosure or non-disparagement clauses or agreements can be used and establish a mechanism to oversee and challenge any such use.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 7: The Threshold Standards should prescribe an explicit minimum proportion of elected staff and student members on Australian university councils of at least one-half.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 8: All universities should transition to adopt a single, transparent, standard method for calculating and publishing their 'underlying operating result', developed with the ATEC and appropriate consultation, with the full methodology openly disclosed and reasons for inclusion or exclusion of revenues and expenditures individually and publicly reported. In addition to this standard measure, universities should also report common private-sector indicators such as earnings before interest, taxes, depreciation, and amortisation (EBITDA). States and territories should align their reporting requirements with this standard method.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 9: Universities make disclosure-of-interests registers for senior executives and governing body members public and update them in real time.

The Australian Government acknowledges the range of views presented to the inquiry and **supports-in-principle** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 10: To strengthen financial accountability, prevent conflicts of interest, and align university governance with established public sector integrity standards, universities should be required to report all procurement contracts through their jurisdictions' reporting portal. For the ANU, this would mean registering their contracts with the Commonwealth's public sector reporting platform, AusTender.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 11: Universities should adopt a clear transparency framework under which council meetings would be open to the public and livestreamed by default. Only a tightly limited in camera session would remain, reserved for matters where there is a demonstrable and compelling public interest in confidentiality. Council should publish reasons for the confidentiality of each in camera item. To support this, universities should establish clear and codified criteria that distinguish legitimate confidentiality from unnecessary secrecy, ensuring that staff, students, and the broader community can be confident that closed sessions are the exception rather than the norm.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 12: Specific timeframes for publishing council minutes should be established and rules adopted governing the appropriate labelling and sourcing of all reports and documentation presented to council. This will both improve transparency and also help guard against any unwitting reliance on data, analysis and documents provided by external consultants by council members in their decision making.

The Australian Government acknowledges the range of views presented to the inquiry and **supports-in-principle** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 13: The Higher Education Standards Framework (Threshold Standards) 2021 should be amended to require all Australian universities to maintain genuinely independent, safe and transparent complaints and misconduct-handling systems, including for complaints made against senior leadership. In the case of the latter, such processes must be fit-for-purpose and not rest in the hands of more junior staff.

The Australian Government acknowledges the range of views presented to the inquiry and **supports-in-principle** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 14: Universities should be required to publicly disclose all consultancy contracts, consistent with Recommendation 10, and to publish any consultant-produced advice in a timely manner, including the underlying data and methodologies, with only narrow and clearly defined exemptions.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 15: To prevent real or perceived conflicts of interest arising from the revolving door between universities and consulting firms, individuals should be prohibited from holding senior university roles and consultancy positions concurrently, and a mandatory cooling-off period should apply before a former executive or council member can be employed by a consultancy firm, and vice versa.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages universities to consider this recommendation in consultation with their students, staff, communities and other stakeholders.

Recommendation 16: That the *Australian National University Act 1991* be amended to establish a statutory Australian National University Forum or Senate as a dedicated internal accountability body, with defined powers of providing advice, scrutiny, public questioning, information access, and appointment and recall in relation to the Chancellor and council members.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government's response, as outlined above, reflects a range of actions the Government is taking to strengthen university governance, to support staff and student involvement in the management of their university communities and in university decision-making processes, and to build a better and fairer tertiary education system.

Recommendation 17: That the ANU leadership methodically work through and provide a public response to each of the recommendations in the final report of the Australian National University Governance Project.

The Australian Government acknowledges the range of views presented to the inquiry and **notes** this recommendation.

The Australian Government encourages the ANU to consider this recommendation in consultation with their students, staff, communities and other stakeholders.