7 April 2025

[redacted]
Council Secretariat
Expert Council on University Governance
Via email: ExpertCouncilUniGov@education.gov.au

Dear **[redacted]**

Re: Submission on University Governance Principles and Recommendations

Monash University is pleased to respond to the Expert Council's invitation to contribute to the development of University Governance Principles and Recommendations, specifically in the four areas of concern outlined by Education Ministers as risks identified in the Australian Universities Accord:

- Universities as good employers
- Governing bodies having the right expertise
- Universities being safe for students and staff
- Rigorous and transparent processes for senior remuneration setting.

Monash University acknowledges that these four areas are critical to maintaining the confidence of staff, students and the broader community.

This submission provides a series of recommendations that should be considered as part of a framework for improved university governance, including student and staff safety, the setting of remuneration for vice-chancellors, and managing external appointments, among other key areas identified in the call for submissions.

Monash also provides in this submission at Attachment A and B, information on the alignment of our university governance arrangements with those outlined in the:

- Education Ministers: Ten Priority Areas
- Education Ministers: Risks identified in the Australian Universities Accord
- UCC Code of Governance Principles and Practice for Australia's Public Universities (December 2024)

Professor Sharon Pickering
Vice-Chancellor and President
[redacted]
T: **[redacted]**
E: **[redacted]**
monash.edu

CRICOS Provider 00008C
ABN 12 377 614 012

1

Recommendations

The following recommendations are informed by three broad principles:

1. The governance principles for Australian universities should support the range of university purposes and strategies that exist among them - with a combination of common features of good university governance and specific features warranted by the particular purpose and circumstances of a given university.
2. Governance principles should focus on oversight of the performance of a university and the importance of universities as a public good that promotes the peace and prosperity of the nation.
3. University governance should support public confidence in ensuring universities are good employers, that they are safe and respectful places to study and work, and that governing bodies have the right experience to exercise their duties.

Recommendation 1: Ensuring TEQSA is a world class regulator. The Australian university sector provides world-class education and is a significant part of the nation's service sector. The sector provides public goods that promote the peace and prosperity of the nation, not least through creating and stimulating innovation. It requires a world-class regulator. We recommend TEQSA's important role as the sector regulator is reaffirmed by the Federal Parliament and by all governments and that it has the appropriate resources, capabilities and powers.

Recommendation 2: Governing Bodies Ensure Safe and Respectful Campuses. The governing body should receive annual reports specifically addressing the safety and well-being of staff and students, including but not limited to gender based violence and racism on campus. These should be aligned to legislation, regulatory instruments, and the outcomes of recent parliamentary committee Inquiries, including the National Code on Preventing and Responding to Gender Based Violence (legislation in the House of Representatives at time of election being called); TEQSA's Interim statement of regulatory expectations: Student grievance and complaint mechanisms (consultation on Interim statement closed 27 March 2025) and Guidance on Managing external actors (resulting from campus protests in 2024, consultation on interim guidance closed on 27 March 2025).

Recommendation 3: Governing bodies should include the right experience, skills and governance frameworks. Good governance requires a governing body to have experience and skills in areas including but not limited to: student learning and other student activities; staff teaching and research; higher education leadership; secondary education; research and innovation; industry/university partnerships; commercialisation; capital development; international partnerships; legal and financial analysis; regional understanding; community connections; public policy and public service; and leadership of large organisations.

The composition of the governing body must ultimately reflect the purpose of a specific university and the complexity of its operating environment. The governing body should have a Code of Conduct and clear statements on the important personal qualities for its members, including for example ethics and integrity, judgment, aspiration for the growth and success of the university, independence of thought and willingness to challenge, and an understanding of higher education or willingness to develop that understanding.

Professor Sharon Pickering

T: ██████████
E: ██████████
monash.edu

Recommendation 4: Governing Bodies ensure universities are good employers. The governing body is the accountable authority for oversight and monitoring of conditions of employment and for ensuring appropriate remuneration levels for all staff. The governing body should have a governance framework for oversight and monitoring of:

- the obligations of the university to pay staff fairly, accurately and on time;
- senior executive remuneration;
- transparent annual reporting by key management personnel; and
- workforce planning.

Recommendation 5: Vice-Chancellor Accountability. Governing bodies should actively hold their vice-chancellor to account. Vice-chancellors should have annual work plans that outline how the university's approved strategy and budget will be delivered, and KPIs that are actively monitored and measured. Active engagement means that the governing body must monitor its vice-chancellor's focus on management of short-term issues, medium-term operational delivery, and long-term strategic development. Monash recommends that any external appointment or position with an actual, potential or perceived conflict for the vice-chancellor should be reviewed and approved by the university's governing body.

Recommendation 6: Robust and nuanced benchmarking of Vice-Chancellor remuneration. Vice-Chancellor remuneration should be benchmarked nationally and internationally. Benchmarking should take into account the scale of university; institutional revenue/turnover; staff size; student size; ratio of government to non-government funding; number and size of campuses, International presence; geographic location (city, suburban, regional or a combination); attraction and retention challenges; the stage of an institution's development (broadly - consolidation, growth or restructure); Australian and international ranking and performance; and size of alumni.

Recommendation 7: Commonwealth Remuneration Tribunal to review, but not set Vice-Chancellor remuneration. Monash University recommends that the setting and final approval of a vice-chancellor's remuneration should be the responsibility of the governing body, to uphold the principle that a university should not be considered to be part of government broadly conceived. A role for the Commonwealth Remuneration Tribunal can exist. This role would be to review the governing body's determination before finalisation. If the Remuneration Tribunal deemed the proposed remuneration was without sufficient justification or outside benchmarked expectations, it could require the reinitiation of a benchmarking process and/or seek justification from the governing body.

In addition to the recommendations provided, detailed documentation of Monash University's governance arrangements and policies are in **Attachments A and B**. The Expert Council may wish to review this detail as part of its deliberations.
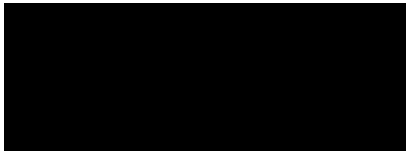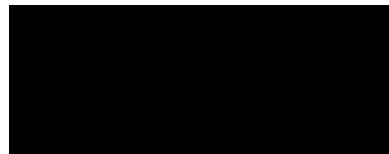
Professor Sharon Pickering

T:
E:
monash.edu

Monash University is committed to ensuring the highest levels of confidence in our governance arrangements and working with the Expert Council to determine mechanisms for improved university governance for the sector.

Yours sincerely,

Professor Sharon Pickering
Vice-Chancellor and President

Dr Megan Clark AC
Chancellor

ATTACHMENT A

Governance framework at Monash University, including membership composition and expertise

To assist the Expert Council on University Governance (**Expert Council**) with the development of its *University Governance Principles and Recommendations* for the Education Ministers, this section provides information regarding the composition of Monash University's (**University**) governing bodies and the transparency, accountability and effectiveness of their functions and processes.

The Monash University Council (**Council**) is the University's governing body, established by the *Monash University Act 2009* (**Act**) (Division 2, section 8(1)). It has the powers needed to enable the University to carry out its functions, including the power:

- to appoint the Chancellor, any Deputy Chancellor, and the Vice-Chancellor (Division 2, section 9(1)(a).
- to oversee and review the management of the University and its performance (Division 2, section 9(1)(c)).
- to oversee the management and control of the property and business affairs of the University (Division 2, section 9(1)(d)).
- to oversee the management and control of the University's finances (Division 2, section 9(1)(e).
- to delegate its powers or functions (Division 2, section 18(1)).

The University's Regulatory Framework comprises the state legislation establishing the University, the statutes and regulations made by Council, the Academic Board, and the Vice-Chancellor, the administrative and academic powers which the Council and the Vice-Chancellor delegate to committees or to specified University officers, any applicable Council resolutions and Vice-Chancellor notices and designations made pursuant to the Act and Statute, and the approved policies and procedures which specify activities, responsibilities and accountabilities in greater detail.

Transparency, accountability and effectiveness of Council's responsibilities (including in relation to expenditure, and risk management)

The following table contains Council's primary responsibilities as prescribed by the Act and a brief summary of the way in which Council carries out each of the responsibilities.

Council primary responsibilities as prescribed by the Act (Division 2, section 8(3) are to:		How Council carries out these responsibilities
(a)	Appoint and monitor the performance of the Vice-Chancellor as chief executive officer of the University	The Chancellor undertakes the annual performance review of the Vice-Chancellor and this is discussed, approved and minuted annually by the Selection and Remuneration Committee, and then reported and discussed by Council.

Council primary responsibilities as prescribed by the Act (Division 2, section 8(3) are to:		How Council carries out these responsibilities
		Council also includes regular informal discussion of the Vice-Chancellor's performance in an in-camera session at each Council meeting, without the Vice-Chancellor in attendance. The Vice-Chancellor reports and takes questions and feedback on the state of the University annually to Council, and reports on University performance at each Council meeting. The Vice-Chancellor also reports and takes questions on the University performance at each Academic Board meeting.
(b)	Approve the mission and strategic direction of the University and its annual budget and business plan	Council approves the University's strategic plan, annual Implementation Plan (annual business plan), and annual budget. The Resources and Finance Committee is responsible for reviewing and monitoring the financial performance of the University and its subsidiaries, and advising Council on financial and investment matters.
(c)	Oversee and review the management of the University and its performance	Council approves the University's strategic plan, including its supporting annual Implementation Plan (the initiatives delivering on the University's strategic objectives). Council receives two annual progress reports relating to strategic matters and supporting Key Performance Indicators (KPIs), and also undertakes regular deep-dive sessions into strategic matters of importance.
(d)	Establish policy and procedural principles for the operation of the University consistent with legal requirements and community expectations	Council approves all governance related policies except where it has delegated authority to the Academic Board for academic policies, or to the Vice-Chancellor for operational policies. The Monash Policy Framework details requirements for effective policy development, implementation, and review, by defining roles and responsibilities within the University's governance and management arrangements.
(e)	Approve and monitor systems of control and accountability of the University, including those required to maintain a general overview of any entity over which the University has control within the meaning of section 3 of the *Audit Act 1994*	The Act and Monash University Regulations contain Council's delegations. The Audit and Risk Committee monitors the functioning and adequacy of the University's internal control systems, approves and monitors the annual audit plan, and oversees the annual

Council primary responsibilities as prescribed by the Act (Division 2, section 8(3) are to:		How Council carries out these responsibilities
		audit of the University's accounts and the University's internal audit function.
(f)	Oversee and monitor the assessment and management of risk across the University, including university commercial activities	Council approves the University's Group Risk Management Framework and Group Risk Management and Compliance policy suite. The Audit and Risk Committee oversees the Group Risk Management Framework and receives reports on key risks.
(g)	Oversee and monitor the academic activities of the University	The Academic Board is the principal academic body of the University. It is responsible to the Council and for the maintenance of high standards in teaching and research. The President of the Academic Board is also an ex-officio member of the Council. The President of the Academic Board presents a report on the activities of the Board and takes questions at each Council meeting. The President is elected to the position every two years, in a whole-of-University election.
(h)	Approve any significant university commercial activities	Council approves the University's Approvals Matrix which delineates the approval boundaries between the Council, Resources and Finance Committee, and the Vice-Chancellor, in relation to various categories of income and expenditure, including research and consulting income, capital projects, and procurement contracts. Matters of significant importance require Council approval.

Composition of the Monash University Council and expertise

Council membership is explicitly set out in the Act (Division 2, section 11), as follows:

a) The official members. These are the Chancellor, the Vice-Chancellor, and the president (however designated) of the Academic Board or its equivalent; and

b) A fixed number of at least 4 government appointed members. These are:
   i) A minimum of one or any other greater fixed number of persons appointed by the Governor in Council under section 12(1) of the Act; and
   ii) A minimum of one or any other greater fixed number of persons appointed by the Minister under section 12(2) of the Act.

c) A minimum of one or any other greater fixed number of Council appointed members. These are the persons appointed by the Council under section 13 of the Act; and

d) The elected members. These are:

     i)   One or more persons elected by and from the staff of the University in accordance with the University statutes and any University regulations; and

     ii)   One or more persons elected by and from the students of the University in accordance with the University statutes and any University regulations.

Of the members referred to in points b) and c) above, at least 2 must be persons with financial expertise with relevant qualifications or experience in financial management, and one must be a person with commercial expertise at a senior level. Additionally, when considering Council appointed members, Council must have regard to appointing members to the Council who have (Division 2, section 13(2)):

a) The knowledge, skills and experience required for the effective working of the Council;
b) An appreciation of the values of a university relating to teaching, research, independence and academic freedom; and
c) The capacity to recognise the needs of the external community served by the University.

The Membership Committee is responsible for overseeing the selection of Council members, their performance assessment, and participation in Council committees. Following an annual call for nominations for membership of all Council committees, the Membership Committee considers those nominations, including where appropriate, the need for continuity in membership, and provides recommendations on committee membership for the following year to Council for its consideration.

Currently, the Council comprises 14 members, of which nine are female and five are male.

Staff and student elected members

The Act prescribes the election of at least one staff elected member and at least one student elected member of the Council.

The President of Academic Board also serves ex-officio on Council, meaning two staff members and one student member currently serve on Council at any one time.

In relation to both staff and students, and in addition to the elected staff and student members of the Council, the Academic Board comprises a range of academic staff and student elected members (total of 92 members, including elected and ex-officio members with representatives drawn across faculties and campuses). This creates ongoing engagement opportunities and enables them to contribute discussion and consideration of the University's continued high standards in education and research.

In addition to the student elected member on the Council, the University has established the Vice-Chancellor's Student President's Advisory Forum (**VCSPAF**). The VCSPAF is a collaborative forum between the seven Monash Student Organisations (MSOs)[1] and University senior leadership, and is chaired by the Vice-Chancellor and President. It reports annually to the University Council.

---

[1] There are seven student organisations represented in the Forum: Monash Student Association (MSA), Monash Student Union Caulfield (MONSU Caulfield), Monash Student Union Peninsula (MONSU Peninsula), Monash Graduate Association (MGA), Monash Residential Services Residents Committee (ResComm), Monash Parkville Student Union (MPSU) and the Monash Intercampus International Student Organisation Network (MIISON).

Training

Council members undertake the University's mandatory compliance training modules to ensure that they are clear on the expectations of their role and how they are required to act. Examples include Cyber Security, Equal Opportunity, and Ethics and Professional Conduct. Council members are also subject to the University Code of Conduct. Additionally, Council members participate in an annual two day retreat, aimed at strengthening governance effectiveness. All Council members are strongly encouraged to complete Antisemitism and Islamophobia training by the end of 2025.

All new Council members participate in an induction process. This includes a detailed briefing on the various components of the University, its structure and responsibilities (and a pack which includes a copy of the Act and Council Charter), an existing Council member assigned as a 'buddy', meetings with relevant University senior executives, invitations to attend relevant University meetings, including for example, the Academic Board, and the offering of the university-specific Australian Institute of Company Directors (AICD) course.

Conflicts of interest

Upon commencement, Council members are required to declare any actual, potential or perceived conflict of interest with relation to their committee membership. Any such declaration needs to be recognised, disclosed and effectively managed. They must also declare any conflicts of interest on an annual basis, as part of the University's annual Declaration of Interest process.

When a potential, perceived or actual conflict of interest has been identified, any such Council member will be required to develop a management plan to resolve or manage the conflict.

Roles and operation of Council committees

Council has constituted a number of standing committees which contribute to the effective governance and review of the University's activities. Each Council committee has Terms of Reference which set out the committee's responsibilities. Ensuring transparency, the University makes key documents publicly available:

a) Academic Board: is the principal academic body of the University, responsible for the maintenance of high standards in teaching and research and acts to assist the University in ensuring the highest quality of its academic endeavours. This includes monitoring compliance with the Tertiary Education Quality and Standards Agency (TEQSA) Higher Education Standards Framework.

b) Audit and Risk Committee: responsible for assisting Council in discharging its governance and oversight responsibilities in relation to the University's financial reporting, internal control system, risk management framework, legislative and regulatory compliance, ethical matters and internal and external audit functions.

c) ESG & Estates Committee: responsible for planning and managing the University's estate, overseeing the implementation of the University's commitment to the United Nations' Sustainable Development Goals, and ensuring the University is meeting environmental, social and governance obligations, relating to sustainability.

d) Honorary Degrees Committee: considers the award and revocation of honorary degrees in accordance with the Monash University (Council) Regulations, and the award and revocation of Monash fellowships.

e) Membership Committee: responsible for overseeing the selection of Council members, their performance assessment and participation in Council committees.

f) Resources and Finance Committee: responsible for considering the disposition of physical and financial resources for the University and its subsidiaries, including the financial evaluation of physical resource developments and financial proposals. Advising the Resources and Finance Committee is the Investment Advisory Committee, responsible for assisting in the review and monitoring of the Monash Group's investment portfolios, including investment parameters and asset allocations.

g) Selection and Remuneration Committee: responsible for overseeing and providing quality assurance in relation to the appointment and remuneration frameworks, strategies, policies and practices of the University, and where relevant, those of the University's controlled entities, to tenure that they are appropriate and in line with current governance, legal and regulatory requirements.

Council's monitoring and evaluation of its performance

The Membership Committee is responsible for overseeing the selection of Council members, their performance assessment, and participation in Council committees. It also recommends criteria for the selection and the performance assessment of members of Council.

Additionally, the Chancellor has regular one-on-one meetings with each Council member to discuss performance and participation, more generally. The Council also participates in an annual retreat, aimed at improving performance and strengthening governance effectiveness.

Risk management

The University's Group Risk Management Framework (**GRMF**) is approved by Council and applies to the "Monash Group" (being Monash University and its subsidiaries).

The GRMF articulates the University's approach to risk management in principle, outlines the high-level roles and responsibilities, and documents the key risk management framework components. The GRMF offers guidance on adopting prudent practices in risk management, emphasising the need for a well-developed risk culture, and explaining the notion of an integrated framework. The GRMF is future-oriented - it outlines the pathway for embedding risk and compliance management practice and enhancing maturity. The related policy and procedure focus on current activities and provide more detail on specific roles and responsibilities.

The GRMF is guided by ISO 31000:2018 Risk Management – Guidelines, ISO 37301:2023 Compliance management systems - Requirements with guidance for use, the Victorian Government Risk Management Framework, and for cross-industry better practice the Australian Prudential Regulatory Authority's Prudential Standard CPS 220 Risk Management. Necessary modifications have been made to ensure the GRMF fits the University's size, activity mix and complexity.

The Audit and Risk Committee assists Council in discharging its governance and oversight responsibilities in relation to risk management. In particular, it oversees the University's Risk

Management Framework, considers policies to manage the whole range of risks faced by the University (including conflicts of interest), and receives reports on key risks.

Monash University leadership

Council appoints the Vice-Chancellor, including the terms of appointment, in accordance with the University's statutes and regulations.

The Selection and Remuneration Committee of Council scrutinises the University's executive remuneration arrangements, including reporting all remuneration decisions regarding the Vice-Chancellor to Council. The Committee also receives and considers an annual report on the performance of senior executives.

In line with the University's commitment to transparency, biographies of the current University senior executive team are available on the [website](), outlining their expertise and experience:

- Vice-Chancellor and President.
- Provost and Senior Vice-President.
- Chief Operating Officer and Senior Vice-President.
- Chief Financial Officer and Senior Vice-President
- Deputy Vice-Chancellor (Education) and Senior Vice-President.
- Deputy Vice-Chancellor (Student Experience) and Senior Vice-President.
- Deputy Vice-Chancellor (Indigenous) and Senior Vice-President.
- Deputy Vice-Chancellor (Research and Enterprise) and Senior Vice-President.
- Deputy Vice-Chancellor (International) and Senior Vice-President.
- Vice-President (Strategy and Major Projects) and Vice-Chancellor's Chief of Staff.

In accordance with Part 4, section 26(6)(a) of the Act, the Vice-Chancellor is the chief executive officer of the University and is generally responsible for the conduct of the University's affairs in all matters. This extends to having the functions, powers, and duties conferred on the Vice-Chancellor in accordance with the Act, by or under any University statute or regulation, or by the Council.

Executive Remuneration and process for developing and scrutinising remuneration

The responsibilities of the Selection and Remuneration Committee include to:

a) Prepare for Council approval, any remuneration disclosures as specified by legislative requirements, industry codes or standards, for inclusion within the University's Annual Report;

b) Have due regard for the identification and management of risk and compliance with relevant obligations; and

c) In relation to the remuneration of Council members and external members of committees of Council, monitor the consistency of the application of, and compliance with the Victorian Government's Appointment and Remuneration Guidelines.

It also scrutinises the University's executive remuneration arrangements, including by reporting all remuneration decisions regarding the Vice-Chancellor to Council. The Selection and Remuneration Committee also has the responsibility to provide Council with quality assurance relating to the

integrity and probity of the University's remuneration strategy, policies and practices, and to develop for Council approval, policy for the recruitment and appointment of senior staff, including the involvement of Council in the selection and appointment of senior staff.

The University's executive remuneration practices comply with the voluntary University Chancellors Council (UCC) Australian Universities Vice-Chancellor and Senior Staff Remuneration Code (UCC Code) issued in 2021, except where compliance with the UCC Code conflicts with Victorian Government and/or Victorian Auditor General's Office (VAGO) reporting of senior executive remuneration. Consistent with the UCC Code, the University participates in and makes remuneration decisions having regard to the outcomes of the UCC annual benchmarking review carried out by Mercer. Additionally, the University contracts an independent external remuneration advisory firm that individually evaluates all University senior executive roles, and periodically contracts an external remuneration advisor (auditor) to review the benchmark remuneration of the Vice-Chancellor and senior executives against public sector comparator organisations (nationally and internationally).

All senior executive performance outcomes are required to be reported by the Vice-Chancellor to the Selection and Remuneration Committee for consideration and approval, and are then reported to Council for approval.

Managing conflicts of interest

The University seeks to operate with strong ethical practices and a commitment to integrity, transparency and impartiality in all its dealings. On an annual basis, all University staff are required to declare their personal interests (including those held by a partner or dependant or other close personal relationship) that have a bearing on, or may be perceived to have a bearing on, carrying out their role properly and impartially.

There is a Declaration of Interests Procedure that outlines the process for declaring personal interests to ensure that all potential, perceived and actual conflicts of interest are identified and managed appropriately.

When a potential, perceived or actual conflict of interest has been identified through the declaration process, staff will be advised to develop a management plan to resolve or manage the conflict.

A management plan is a statement prepared by the staff member and includes:

- The nature of the staff member's material personal interest;
- The interests of the University with which the staff member's material personal interest conflicts, has the potential to conflict, or may be perceived as conflicting;
- The likelihood of the interests conflicting;
- An outline of risk mitigation strategies to be implemented; and

- The recommended measures to be taken.

Representation of women in University senior roles

In 2024, a total of 42.3 per cent of women held senior positions at the University, up from 39.4 per cent in 2020. This progress reflects the ongoing implementation of the University's Gender Equality

Action Plan 2022-2025, and the University's commitment to being the international higher education leader in gender equity.

First Nations voices at Monash University

In 2024, the University reviewed its strategic plan, *Impact 2030*, including a refinement of the supporting annual *Implementation Plan*. Following the review, the Council approved five clear supporting outcomes to advance *Impact 2030*. One of these five outcomes is: *Monash champions Indigenous voices, knowledge and advancement.* This reflects the University's strong commitment to Indigenous people and its dedication to advancing supportive initiatives. Additionally, in September 2024, the University further strengthened its commitment by establishing a Deputy Vice-Chancellor (Indigenous) portfolio.

As part of the University's commitment to Environmental, Social and Governance (ESG), the University is actively improving its recruitment, support and retention of Indigenous students and staff, and advancing research, knowledge and awareness of Aboriginal and Torres Strait Islander Peoples, cultures and issues.

Monash Indigenous Congress

In late 2024 and to further support the University's commitment to Indigenous representations at the University, a Monash Indigenous Congress (**Congress**) was established. The Congress aims to elevate Indigenous voices, integrating Indigenous peoples' perspectives and principles of self-determination into the University's activities. The Congress met for the first time in March 2025 and is responsible for addressing matters of particular relevance to Indigenous staff and students. It is chaired by the Deputy Vice-Chancellor (Indigenous) and comprises both Indigenous staff and student representatives. The Congress reports to the Vice-Chancellor and provides regular updates to Council.

Consultation and engagement with University community

The University has various committees, forums, and elevated business units that foster consultation and engagement with the University community. These span internal and external communities, industry, and alumni.

To strengthen and uplift the University's external engagement across government, precincts, community, prominent alumni and external stakeholders, and to better integrate public policy into its engagement approach with government and external stakeholders, an External Engagement portfolio was recently established.

The University also has dedicated Deputy Vice-Chancellor portfolios for Education and Student Experience, each responsible for overseeing teaching, learning activities, and the student experience, ensuring that all perspectives are considered. This includes both internal and external University community engagements, each playing an active role in consulting with prospective and current students, as well as alumni. Furthermore, there is a dedicated role focused on external engagement and impact, working with local communities both nationally and internationally.

As part of the University's Environmental, Social and Governance Statement 2021-2025, there is a firm commitment to leading in governance practices, including screening of University investments and influencing investment managers through active engagement on environmental, social and governance issues. This includes better leveraging the nexus between the University, industry, government and community to enhance the collective impact.

As previously noted, the Vice-Chancellor's Student President's Advisory Forum (**VCSPAF**) provides a collaborative forum between the Monash Student Organisations (MSOs) and University senior leadership. It is chaired by the Vice-Chancellor and President, and includes representatives from seven student organisations: Monash Student Association (MSA), Monash Student Union Caulfield (MONSU Caulfield), Monash Student Union Peninsula (MONSU Peninsula), Monash Graduate Association (MGA), Monash Residential Services Residents Committee (ResComm), Monash Parkville Student Union (MPSU) and the Monash Intercampus International Student Organisation Network (MIISON).

The Monash Industry of Advisers (**MICA**) plays an integral role in leading the University's industry engagement strategy and integrating industry perspectives and trends. It comprises Chairpersons and Chief Executive Officers (CEOs) from leading national and international corporations.

The Vice-Chancellor and President is also a member of the Premier's Business Council, providing a direct line of engagement with business and industry. Further engagement with industry and business is evidenced by the University's membership in the Melbourne Chamber of Commerce.

Workforce and staff pay

The University is committed to supporting its workforce by providing secure employment and ensuring accurate pay.

Effective 20 August 2024, the University released a new Enterprise Agreement, approved by the Fair Work Commission, which contained a raft of benefits and pay increases for staff.

Following a voluntary tutorial review in 2020, and subsequent remediation, the University reaffirmed its commitment to continuous improvement in 2022. The University has strengthened quality assurance, expanded staffing, and enhanced systems, processes, and training. We remain dedicated to simplifying pay processes for staff.

In January 2025, the University announced the preliminary results of ongoing Quality Assurance (QA) reviews, and in addition, self-reported the outcome of the reviews to the Fair Work Ombudsman. It was identified that some casual academics (current and former) were paid incorrectly, and the University contacted these staff and commenced remediation in March.

Proactive reviews are continuing to enhance process controls, reinforce compliance, and ensure that casual shift workers' breaks, overtime and shift payments for professional staff and long service leave for long term casual staff, continue to be accurate.

As part of the QA review announcement in January, the Vice-Chancellor and President directed the urgent procurement and implementation of an improved and consolidated scheduling, time and attendance (TA) system to ensure the University can manage the complexities of its industrial agreements and related legislation, and provide staff and regulatory bodies of the assurance they deserve in this important area. The TA is expected to be implemented by the end of 2026, with

progressive rollouts throughout 2025. The Audit and Risk Committee will receive quarterly progress reports to maintain appropriate oversight.

Student and Staff Safety

Monash University's long-standing commitment to addressing sexual harm

The University is committed to ensuring that Monash is a place of work and study that is free from sexual and gender-based violence. There is a strong commitment to continuing to achieve a culture that is safe, inclusive and respectful for all.

The University is a partner of the Universities Australia national campaign. The University's Respect at Monash Advisory Committee was established in 2017, one of the first universities to publicly and transparently report on sexual harm. It is responsible for providing best-practice and evidence-based advice on matters related to the prevention and response of sexual harm and gender-based violence for students and staff. Chaired by the Deputy Vice-Chancellor (Education), the Committee comprises staff and student representatives, and meets four times a year. Additionally, as part of the University's commitment to accountability and transparency, an annual [Sexual Harm Prevention and Response Annual Report](#) is produced and published on the website.

The University has several supports in place for staff and students to access. This includes a dedicated Safer Community Unit (SCU) responsible for responding to reports and disclosures of concerning, threatening, and inappropriate behaviour. The SCU is an impartial service that listens to concerns, helps identify necessary support, and provides advice on reporting incidents.

In 2024, the University released its Strategic Commitment to Gender-based Violence and Sexual Harm Prevention and Response (2024-2030) detailing Monash's whole-of-community approach to create a safe, welcoming and thriving environment. Further supporting the University's commitment to safety and inclusion, a Prevention and Response Action Plan 2024-2025 was implemented, outlining 33 new and existing actions the University will undertake to enhance its prevention and response interventions.

The University has been active in supporting government efforts to improve approaches to sexual harm and gender-based violence, including establishing best practice prevention and response. The University was a member of the Department of Education's Expert Reference Group to inform the development of the National Higher Education Code to Prevent and Respond to Gender-based Violence, and is committed to continuing to work closely with the Department's new Gender-based Violence Branch to ensure the effective implementation of the National Code. Furthermore, the University is actively supporting Universities Australia in the delivery of the third national student safety survey exploring students' experiences of sexual assault and sexual harassment, as a key adviser on the Steering Committee and Technical Working Group.

Monash University's commitment to social cohesion

The University is committed to the nature and experience of antisemitism, Islamophobia, and related prejudice on its campuses. In November 2024, the University implemented a Campus Cohesion Research Program. This is a two-year program focused on practical solutions to support

campus cohesion and safety for all students and staff. Since this time, several supporting initiatives have been launched, including the:

- Monash Lab for Brave Conversations, aimed at training educators in how to navigate classroom tensions and in leading new research on how to foster respectful and productive dialogue; and
- Monash Initiative for Rapid Research into Antisemitism (MIRRA), providing a series of discrete research projects addressing specific areas in which antisemitism harms Australian Jewry and society.

The University also facilitates ongoing dialogue with students to achieve a better understanding of different perspectives and to contribute to building peace.

As part of the University's commitment to social cohesion, the senior executive recently undertook antisemitism and Islamophobia training, and all Council members will shortly do the same. All frontline student complaints and security staff have also undergone the training.

ATTACHMENT B

Education Ministers 10 Priority Areas and mapping to the University Chancellors Council (UCC) Code

Priority No.	Priority Area	UCC Code
1.	Achieve a balance between higher education and other expertise on the governing body, with at least one non-executive member who has university leadership expertise from outside the institution *(UCC 3.2.2)*	UCC 3. Composition of governing bodies (Relevant excerpt) 3.2.1 collectively has skills, commitment and knowledge to enable discharge of duties
3.	Reflect the diversity of the Australian community *(UCC 3.2.3)*, and the specific characteristics of the university community they serve, in making appointments	3.2.2 achieve a balance between HE and other expertise 3.2.3 diversity of Australian community
4.	4. achieve gender balance on the governing body in line with jurisdictional and Australian Government targets *(UCC 3.2.4)*	3.2.4 gender balance
5.	Have First Nations membership on the governing body,... *(UCC 3.2.5)* and separate, transparent processes to capture First Nations leadership and engagement on university strategy, policies and performance *(UCC 4)*	3.2.5 First Peoples membership 3.2.6 student members 3.2.7 staff members
6.	Have one or more student members of the governing body *(UCC 3.2.6)* and separate, transparent processes to capture student input on university strategy, policies and performance *(UCC 4)*	
7.	Have one or more staff members of the governing body, *(UCC 3.2.7)* and separate, transparent processes to capture staff and union input on university strategy, policies and performance *(UCC 4)*	
8.	Require all new appointments to go through a rigorous and transparent selection process that utilises a formal and regularly updated skills, capabilities, and diversity selection matrix that is in line with their jurisdiction's requirements and directed to the selection of the person best suited to the position	UCC 5. Appointment processes
9.	Require all governing body members to have, or	UCC 6. Duties of Members

Priority No.	Priority Area	UCC Code
	undertake, training on the specific responsibilities and expectations of their role as governing body members, and separately clarify the way the role of governing body members is described	UCC 7. Awareness and education of members
2.	Improve structures and processes to ensure that high risk and high priority matters reflect consultation and engagement with the university community and have appropriate oversight and reporting to and by the governing body	UCC 4. First Peoples, staff, student and university community engagement in governance UCC 8. Performance Review UCC 9. Reporting on Compliance with this Code UCC 14. Risk management UCC 15. Academic Governance UCC 16. Oversight of high risk and high priority areas UCC 18. Oversight of Controlled Entities UCC 19. Risk Management of Controlled Entities
10.	Policies and settings for senior university staff, with consideration given to comparable scale and complexity public sector entities, and ensure remuneration policies and packages are publicly reported	UCC 17. Remuneration policies (for senior staff including setting and reporting)