

Council Meeting
13 April 2026, Kensington Campus
Report of outcomes

Matters covered at the meeting

Strategic Focus

Council considered the priorities and initiatives supporting the University's 2026 Annual Plan and their alignment with the strategic pillars of Progress for All. Discussion focused on ensuring that operational priorities, investment decisions and performance measures are aligned with the University's long-term strategic objectives and support sustainable institutional growth.

Council noted UNSW's contribution to the Federal Government's report – *Ambitious Australia: Strategic Examination of Research and Development* and discussed opportunities arising from research collaboration initiatives. Council also noted the establishment of the Australian Tertiary Education Commission (ATEC) and considered the potential implications of emerging government reforms for the higher education sector.

Council received updates on initiatives to strengthen research translation and commercialisation, and the operational framework for controlled entities. Council also considered the strategic role of UNSW's Precincts program, designed to enhance partnership opportunities, societal impact and institutional influence beyond the Kensington campus. Key considerations included financial sustainability, governance arrangements, operating models and collaboration with external partners.

Council received a presentation on UNSW's program of strategic events, held to showcase research excellence, strengthen the University's profile as a global leader and build long-term relationships with government, industry, philanthropic, community and cultural stakeholders.

Key Matters

Student enrolments

Council discussed the impact of current and proposed government policies on student admissions and enrolments, including the potential effect of international student policy settings and sector reforms. Members considered the implications of student caps, visa costs, changing market conditions and increasing international competition.

Academic Governance

Council received updates on key academic governance matters, including implementation of the new Assessment and Progression Policy, engagement with academic staff through briefing sessions and discussions occurring nationally regarding the role of Academic Boards and academic governance.

Council noted Academic Board resolutions relating to academic programs, updates from the Academic Board Student Representative Group and discussed the evolving expectations for academic governance across the sector. Council also approved minor amendments to the UNSW Rules.

Performance, Financial Sustainability and Campus Development

Council discussed the University's 2026-2028 Key Performance Indicators (KPIs) and their alignment with the *Progress for All* strategy.

Council considered the UNSW Annual Report 2025 and approved the Financial Statements following consideration by the Audit Committee of Council, reviewed the University's 2025 and year-to-date 2026

financial performance, and discussed financial sustainability in the context of significant capital and infrastructure investment requirements.

Council approved a major capital funding request and reviewed campus space utilisation initiatives intended to address space shortages, improve asset utilisation and support evolving teaching, learning and workforce requirements. Members discussed the balance between flexible workplace design, academic work requirements and the need for expanded student learning spaces.

Council received reports on health and safety, compliance and risk management activities, including psychosocial safety initiatives, implementation of the *National Higher Education Code to Prevent and Respond to Gender-Based Violence*, business continuity planning and ongoing development of compliance and governance systems.

Governing Body Matters and Performance

Council considered reports from the Audit Committee, Finance and Strategy Committee, Information Technology Committee and Safety and Risk Committee. Collectively, these reports provided assurance regarding financial management, strategic investment, capital planning, technology transformation, cyber security, risk oversight, compliance and organisational performance.

Council also considered the University's annual thematic report on serious wrongdoing and ongoing internal audit activities. Council approved amendments to Schedule 5 of the Delegations framework.

A training session on public interest disclosures was conducted with Council members before the meeting.

Other Matters

Council considered the Legislative Compliance Annual Report 2025, providing assurance regarding the University's compliance framework and management of legislative obligations.

Council also received the biannual update on the Academic Calendar Program, noting progress across faculties and divisions and ongoing transition activities supporting implementation.

Disclaimer

This report summarises the key themes and decisions of the meeting. It is not a complete record of proceedings and does not include all matters discussed or the full detail of decisions. Some matters may be omitted for legal or commercial confidentiality.

Further Information

Further information on UNSW governance, including Council functions, membership and committees, is available through the University's governance resources.

Council [Membership](#)

Council Member [Biographies](#)

[Council Governance Documents](#)

- Charter
- Council and Council Committee Code of Conduct and Values
- Council Constitution Rules
- Council Appointment Policy

[Council Proceedings](#)

Council meetings are open to members of the University: staff, students and graduates and any other person invited to attend by the Chancellor or the University Secretary. Bookings are required with the University Secretary (via council@unsw.edu.au) a minimum of three business days before the day of the meeting. Observers will be asked to leave for confidential items.