UNSW Finance and Strategy Committee Membership and Terms of Reference

Authorised by UNSW Council

A. Membership as at 1 July 2026

Name	Role	Term
Mr Mark Johnson, Chair	Deputy Chancellor	ex officio
Mr Warwick Negus AM	Chancellor	ex officio
Professor Attila Brungs AO	Vice-Chancellor & President	ex officio
Ms Luan Atkinson	Chair, Audit Committee	ex officio
Mr James Hooke	Chair, Safety and Risk Committee	ex officio
Ms Kate Howitt	External member with investment expertise	to 30 June 2028
Mr Nicholas Gray	External member with relevant expertise	to 30 June 2027
Vacant	Council member	
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B. Terms of Reference

1. Composition – maximum 9

- Chancellor
- Deputy Chancellor
- Vice-Chancellor and President
- Chair of Audit Committee
- Chair of Safety and Risk Committee
- One member with investment expertise (either from Council or an external member)
- Up to two external members with relevant expertise
- Up to two other members of Council

2. Chair

The Chair is appointed by Council from among those Council members who are not employees of the University.

3. Attendees

The Committee may, with the consent of the Chair, invite any person or persons to attend all or part of its meetings to assist the Committee in its work. The following officers will normally attend for all or part of each meeting:

Provost
Vice-President, Operations
Chief Financial Officer

CRICOS Provider Code 00098G

4. **Quorum**
Quorum for the Finance and Strategy Committee is a majority of the total number of members for the time-being of the Committee.

5. **Reporting**
The minutes and relevant documentation of each meeting will be provided to Council.

6. **Schedule of meetings**
Meetings will be scheduled at least quarterly, so as to report to the following Council meeting.

7. **Terms of Reference**

Finance functions:

(a) Monitor the University's financial and relevant underlying operational performance via appropriate financial reporting.

(b) Provide for the University's short, medium and long-term financial sustainability by overseeing a robust system of financial planning and scenario testing of key performance drivers, in particular student load and the impact of student load and investment commitments.

(c) Review and advise Council on matters related to the debt profile of the group including maintenance of credit ratings, new capital raisings and current debt servicing capacity.

(d) Consider and advise Council on financing mechanisms available as a means to fund the ongoing operations and investment activity.

(e) Provide effective financial governance oversight of University entities, both controlled and where appropriate associated entities, and report at least annually to Council.

(f) Review proposals for asset purchases, mergers, acquisitions and other investments (other than those overseen by the Investment Sub-Committee) and advise Council on projects which are beyond the authority of the Committee.

(g) Consider policies relating to the University's financial management environment when considered appropriate under the Policy Framework Procedure.

(h) Consider the University's financial management framework - systems and processes - to maintain appropriate design, efficiency and support for the ongoing financial sustainability of the University.

(i) Consider reports from the Investment Sub-Committee on the objectives and performance of investment funds so that appropriate strategies are in place to maximise returns according to agreed risk profiles.

(j) Review and advise on any significant transaction that has a financial impact (including enterprise bargaining agreements) and which might be considered appropriate for the Finance and Strategy Committee to have considered.

Estate functions:

(k) Consider the Estate Development Plan and the portfolio management approach to enable prioritisation of projects and alignment with the Campus Masterplan and advise Council on projects which are beyond the authority of the Committee.

(l) In relation to the University's buildings and infrastructure, consider, at least annually:

i. The forecast space needs and plans to meet demand;

ii. The utilisation of University buildings; and

iii. A report on the condition of the University's building assets and estimated deferred maintenance liability so that an appropriate level of maintenance is built into financial plans.

Strategy functions:

(m) Provide input, on behalf of Council, into the formulation, development, refinement and implementation of strategic priorities.

(n) Monitor progress on the implementation of the Strategy through the regular review of management reports, with particular consideration to three core areas of activity, namely:

i. Financial planning

ii. Risk Management
iii. Operational delivery

(o) Provide advice and feedback to the University's Management Board on the implementation of the Strategy.

(p) Contribute particular Council expertise and special interests to the work program of the 2025 Strategy.

Delegations:

(q) In accordance with the Delegations of Authority:

i. Accept a gift, bequest or sponsorship up to and including $20M (5.2.1)

ii. Approve expenditure for any one transaction up to and including $30M (5.3.3)

iii. Approve the disposal of assets or equipment with carrying value by item up to and including $20M (5.4.2)

iv. Approve the acquisition and disposal of real property up to and including $20M (8.4.1 and 8.4.1A)

v. Approve the execution of a lease or licence where rent receipts over the total lease or licence period exceed $10M (8.4.3 and 8.5)

Other functions:

(r) As required, establish and constitute sub-committees or working parties to assist the Finance and Strategy Committee in the carrying out of its functions.

(s) To review and advise on matters raised by the Audit Committee, the President and Vice-Chancellor or Council.

8. Meeting and Meeting Papers

The Governance Office will provide oversight and support to the operation of the Committee. The agenda and papers for each meeting are due to Governance for circulation five days prior to the next scheduled meeting.

9. Review

These Terms of Reference and the functioning of the Committee should be subject to a periodic review by Council, including self-assessment by the Committee, to ensure that it is operating effectively and fulfilling its functions.

10. Resolutions without meetings (Circular Resolutions)

a) The Chair may approve that a matter is urgent and cannot wait until the next scheduled meeting of the Finance and Strategy Committee. In such cases, a circular resolution and relevant documentation will be circulated electronically to all Committee members for consideration and approval.

b) The resolution will be passed if a majority of members approve the resolution unless two or more members request that the issue raised in the circular resolution be discussed at the next meeting instead.

c) The Committee will be informed of the result and the circular resolution will be tabled at the next meeting of the Committee for incorporation into the formal record.