My qualifications to comment include experience as a teaching and research academic over 48 years from 1975. I have received a number of national and international awards for research and for postgrad teaching.

TEACHING AND RESEARCH VS ADMIN (Applicable to Q36: What regulatory and governance reforms would enable the higher education sector to better meet contemporary demands?)

An astonishingly low proportion (44%) of university staff are employed to actually do teaching and research (https://www.dese.gov.au/higher-education-statistics). If that were a more reasonable 70%, the volume of teaching and research activity would be increased by 60%. I have heard it argued that all these professional staff are needed because academics hate to do paperwork and are inefficient at it. But if that's true, it means that more than 60% of all activity in our universities is paperwork rather than direct accomplishment of teaching and research, which ought to be unacceptable. Professional staff numbers accumulate over time because there are always new tasks or regulatory requirements, and the decision whether more people are needed is internal to the administrative structure of the university. Universities repeatedly run programs intended to simplify administrative processes, but somehow they never do. From an academic's point of view, more and more of their activities require a form to be filled in online, and approval from 3-4 different locations. In contrast, decisions to appoint more teaching-and-research academics are not driven by a similar sense that there is a distinct task to be accomplished. But really, universities ought to see maintaining healthy academic-to-student ratios as their absolute top priority. Attention from academics is what ultimately limits the quality of the experience delivered to students, and the volume and creativity of research. I believe that the likeliest mechanism for placing numbers of academics at the top of the priority list, and restoring a sensible balance between administration and teaching-and-research, is to set hard targets for academic-to-student ratios.