



COUNCIL

The 440th meeting of the Council will be held at 9:15 am on Friday 26 May 2017 in the R C Mills Room, Chancelry. Any additional papers and briefing materials will be available in the Mills Room from 8.30am.

Apologies and enquiries to the Corporate Governance and Risk Office by telephone on (02) 6125 2113 or email at: Head.governance@anu.edu.au

Kate Molloy
 Director
 Corporate Governance and Risk Office

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IMPORTANT INFORMATION FOR MEMBERS

CONFIDENTIALITY

Members of Council and others receiving the agenda are reminded of the need for careful discretion in the use and communication of Council business, referring to the Director, Corporate Governance and Risk Office, or other appropriate officer of the Council when in doubt.

Council business marked or declared to be confidential is not at any stage to be communicated to others without prior reference to the Chairperson or the Director, Corporate Governance and Risk Office. Only papers considered especially confidential are so marked.

All matters relating to individual persons, including appointments, enrolment, candidacy for degrees, personal details, performance and conduct are declared to be confidential.

CONDUCT OF COUNCIL MEMBERS

Members of Council are considered *officials* for the purposes of the *Public Governance, Performance & Accountability Act 2013*. The definition of *officials* includes all members of the ANU Council, as well as all officers, employees and members of the University.

Division 3, sections 25 to 29 of the *Public Governance, Performance & Accountability Act 2013*, sets out the general duties of officials. As an *official*, a member of the Council may be removed from their position if they breach those general duties.

Duty of Care & Diligence

A member of the Council must exercise their powers, perform their functions and discharge their duties with the degree of care and diligence that a reasonable person would exercise if they:

- were a member of the Council in the University's circumstances; and
- occupied the position held by, and had the same responsibilities within the University as, the member of the Council.

Duty to Act in Good Faith and for Proper Purpose

A member of the Council must exercise their powers, perform their functions, and discharge their duties in good faith and for a proper purpose.

Duty in Relation to Use of Position

A member of the Council must not improperly use their position to gain an advantage for themselves or for any other person; or to cause detriment to the University, the Commonwealth or to any other person.

Duty in Relation to Use of Information

A member of the Council who obtains information because of that position, must not improperly use that information to gain an advantage for themselves or for any other person; or to cause detriment to the University, the Commonwealth, or any other person.

Duty to Disclose Interests

A member of the Council who has a material personal interest that relates to the affairs of the University must disclose the details of the interest.

SUBMISSION OF ITEMS BY MEMBERS OF COUNCIL

Members of Council should communicate to the Vice-Chancellor matters which they wish to have included on the agenda for a meeting of Council. Full details and documentation relating to any items to be included in the agenda should be submitted at least 16 days before the meeting.

AGENDA ON THE INTERNET

The agenda and minutes for meetings of Council are available on the Internet at the URL:

<http://www.anu.edu.au/about/governance/committees/council>

PART 1 – PROCEDURAL ITEMS*** 1 ANNOUNCEMENTS AND APOLOGIES**

There are no apologies for this meeting.

The Chair may speak.

*** 2 LEAVE OF ABSENCE**

Subsection 15(1)(d) of the Australian National University Act 1991 provides that if a member of the Council (other than an ex officio member) is absent without leave of the Council from three consecutive meetings of the Council, the member's office becomes vacant.

The Chair invites members to seek leave from meetings of Council which they expect to be unable to attend.

*** 3 DISCLOSURE OF MATERIAL PERSONAL INTEREST**

In accordance with Division 3, sections 25 to 29 of the *Public Governance, Performance and Accountability Act 2013*, members of Council are required to declare any direct or indirect material personal interest in matters on the agenda.

*** 4 ARRANGEMENT OF AGENDA**

1. The Chair will ask whether any further items should be considered confidential.
2. The Chair will ask whether any further items should be starred for discussion.
3. The Vice-Chancellor will move that the unstarred items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Agenda Item 28, Other Business.
5. The Chair will ask if there are any agenda items that need to be re-sequenced.

*** 5 MINUTES**

RECOMMENDATION	It is recommended that the Council confirm the minutes of the meeting held on 7 April 2017 (91/2017).
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THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL MINUTES

CONFIDENTIAL

The 439th meeting of the Council was held at 9:15am on Friday 7 April 2017, in the R C Mills Room, Level 3, Chancelry Building, ANU campus, Canberra.

Confidential until confirmed by Council

PART 2 – KEY BUSINESS ITEMS

*C 6 - 11 *Confidential to Council Members*

PART 3 – STRATEGIC ISSUES***12. INDIGENOUS ENGAGEMENT AT ANU**

PURPOSE	To consider the issues identified in the presentation about Indigenous engagement at ANU.
PREPARED BY	Pro Vice-Chancellor (University Experience)
REVIEWED BY	Vice-Chancellor
APPROVED BY	Chancellor
SPONSOR	Chancellor

RECOMMENDATION	That Council consider to consider the issues identified in the presentation about Indigenous engagement at ANU.
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ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

BACKGROUND AND SUMMARY OF ISSUES

As highlighted in the Strategic Plan 2017-2021 a key part of fulfilling our responsibility as the National University is building on our history of engagement with Indigenous Australia. Three 'Key Initiatives' relating to Aboriginal Australia are outlined in the new strategic plan:

1. ANU will ensure cross-institutional effort to substantially increase the recruitment and success of Indigenous undergraduate and postgraduate students, and Indigenous academic staff. All disciplines and professions will be targeted (*Key Initiative 2.4*)
2. Major institutional funding will prioritise high quality, high impact and community-engaged research relevant to the big questions facing Indigenous Australia – not only in existing areas of strength such as Indigenous studies, health and economics, but in all disciplines (*Key Initiative 2.5*)
3. Fifty years on from the 1967 Referendum that gave the national government power to legislate for Indigenous Australia, ANU will play an active role in national debate about recognition of Australia's first peoples in our Constitution (*Key Initiative 2.6*).

The Strategic Plan 2017-20 commits ANU to "Annual independent evaluations of ANU meeting its responsibilities to Indigenous Australia, demonstrating improvement year-on-year". The presentation will outline plans to meet this responsibility by outlining:

- Details of four key actions in the University Experience plan related to Key Initiative 2.4
- Planned operational activities to achieve these four key actions
- Draft details of renewed Reconciliation Action Plan (RAP).

ATTACHMENT

- 12.1 [Indigenous Engagement Opportunities at ANU presentation \(184/2017\).](#)
 12.2 [Indigenous Engagement Issues \(185/2017\).](#)

COMMUNICATION

For public release For internal release Not for release

PART 4 – OTHER MATTERS FOR DECISION**13. COUNCIL COMMITTEE MEMBERSHIP**

PURPOSE	For Council to note and approve the membership of Council Committees.
PREPARED BY	Associate Director, Corporate Governance and Policy
REVIEWED BY	Director, Corporate Governance and Risk Office
APPROVED BY	Chancellor
SPONSOR	Chancellor

RECOMMENDATION	That Council: <ol style="list-style-type: none"> 1. Approve the following (re)appointments to the Campus Planning Committee: <ul style="list-style-type: none"> ➤ Professor Gareth Evans, as Committee Chair, for the period 1 July 2017 until 31 December 2018, ➤ Ms Naomi Flutter and Mr Malcolm Snow, for the period 1 July 2017 until 30 June 2019, ➤ Professor Tim Senden, for the period 1 July 2017 until 29 September 2018, ➤ Ms Anne-Marie Schwirtlich, for the period 1 July 2017 until 30 June 2019; and ➤ Note that a further external member will be recommended for appointment at the 21 July 2017 Council meeting. 2. Note the membership appointments made to the Nominations Committee by the Chancellor, in accordance with paragraph 10(2)(b) of the <i>Australian National University Act 1991</i>.
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ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

Finance Audit & Risk Management Campus Planning Remuneration
 Major Projects Honorary Degrees Nominations Academic Board

BACKGROUND

All Committees of Council, other than the Nominations Committee, are solely governed by their respective Charter, as approved by the Council. The Charters provide for, amongst other things, the membership of each Committee. The Nominations Committee, while having a Charter, is principally governed by provisions in the *Australian National University Act 1991*. In coming months the terms of office of members of the Campus Planning Committee and Nominations Committee will expire.

The current membership of the Campus Planning Committee is:

Position	Member	Term expiry
A Chair, appointed by the Council from among its members, who may not be a student or employee of the University	Professor Gareth Evans	30.06.2017
Three other Council members, appointed by the Council	Ms Robin Hughes	30.06.2017
	Ms Naomi Flutter	30.06.2017
	Professor Tim Senden	30.06.2017
Chair, Campus Development Committee	Professor Sue Holliday	04.12.2017
Two external members, with relevant skills	Mr Malcolm Snow	30.06.2017
	Vacant	

The ordinary term of office for a Committee member is up to 2 years. It should be noted that the position of Chair, Campus Development Committee, is an appointment made by the Vice-Chancellor, on the recommendation of the Executive Director, Administration and Planning, for a period of 3 years.

The current membership of the Nominations Committee is:

Position	Member	Term expiry
Chancellor	Professor Gareth Evans	Ex officio
Six other persons appointed by the Chancellor in accordance with guidelines determined by the Council. The Pro-Chancellor and Vice-Chancellor are appointed ex officio. One College Dean or Research School Director is appointed.	Ms Robin Hughes	Ex officio
	Professor Brian Schmidt	30.06.2017
	Professor Carmen Lawrence	26.05.2017
	Ms Julie Steiner	31.05.2017
	Vacant	
	Professor Kiaran Kirk	26.05.2017

SUMMARY OF ISSUES

Campus Planning Committee

The terms of office of the Committee Chair, as well as the Council members and external member of the Committee expire on 30 June 2017. It is recommended that:

- Professor Evans be re-appointed as Committee Chair until the expiry of his current term as Chancellor (31 December 2018).
- Ms Flutter and Mr Snow be re-appointed to the Committee for a further two years, as a Council member and external member of the Committee respectively.
- Professor Senden be re-appointed to the Committee until the expiry of his current term as a Council member, as a Council member of the Committee.
- Ms Schwirtlich be appointed to the Committee for a term of two years, as a Council member of the Committee.
- A further external member will be recommended for appointment at the next Council meeting on 21 July 2017 for a term of two years.

A CV for Mr Malcolm Snow is set out in Attachment 13.1.

Nominations Committee

In accordance with the *Australian National University Act 1991*, the Chancellor has (re)appointed:

- The new Pro-Chancellor as an ex officio member of the Committee;
- Ms Robin Hughes for the period 1 July 2017 until 30 June 2020, following the conclusion of her current term of office of Pro-Chancellor and Council member;
- Ms Julie Steiner for a further term, for the period 1 July 2017 until 30 June 2020.
- Professor Tim Senden, Council member, and current Director, Research School of Physics and Engineering, for the period 1 July 2017 until 30 June 2020.

Professor Carmen Lawrence has served 2 terms (6 years) on the Committee and a replacement will be proposed at the next Council meeting scheduled for 21 July 2017.

ATTACHMENT

13.1 [Malcolm Snow: Curriculum Vitae \(181/2017\)](#).

COMMUNICATION

For public release For internal release Not for release

The ANU website will be updated to reflect the appointment and reappointment of members to Council Committees and their terms of office.

C14. *Confidential to Council Members*

15. 2016 ENDOWMENT FOR EXCELLENCE REPORT TO DONORS

PURPOSE	To approve the 2016 Endowment for Excellence Report to Donors
PREPARED BY	Deputy Director (Operations), Alumni Relations & Philanthropy
REVIEWED BY	ANU Endowment for Excellence Board of Governors
APPROVED BY	Vice-Chancellor
SPONSOR	Vice-Chancellor

RECOMMENDATION That Council:

1. approve the 2016 Endowment for Excellence Report to Donors;
2. note that the 2016 Donor Honour Roll will not be included in the hard copy format of the Donor Report, in line with industry standards.

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

BACKGROUND & SUMMARY OF ISSUES

Attached is the 2016 Endowment for Excellence Report to Donors (**Attachment 15.1**). The Report has been prepared by Alumni Relations and Philanthropy on behalf of the Endowment for Excellence Board of Governors. The content of the attached Report was reviewed and approved by the Board on 15 March 2017. The Chancellor and Vice-Chancellor messages were approved on 30 March 2017.

2016 DONOR HONOUR ROLL

Current industry best practice indicates that full donor honour rolls are no longer included in printed donor reports. The 2016 Donor Honour Roll will instead be included on the ANU 'Giving' web page with reference to the online honour roll included in the printed copy. This change was approved by the Board of Governors at meeting 1/2017, 24 February 2017.

The draft online 2016 Donor Honour Roll can be viewed at:
<https://alumniandfriends.anu.edu.au/donors-honour-roll---major-donors>.

ATTACHMENT

15.1 [2016 Endowment for Excellence Report to Donors \(179/2017\)](#)

COMMUNICATION

For public release For internal release Not for release

16. POSTGRADUATE AND RESEARCH STUDENTS' ASSOCIATION CONSTITUTIONAL AMENDMENTS

PURPOSE	To consider for approval changes to the Postgraduate and Research Students' Association (PARSA) Constitution
PREPARED BY	President, PARSA
REVIEWED BY	Associate Director, Corporate Governance and Policy
APPROVED BY	Deputy Vice-Chancellor (Academic)
SPONSOR	Vice-Chancellor

RECOMMENDATION That Council approve the changes to the Postgraduate and Research Students' Association Constitution, subject to the approval by the PARSA Annual General Meeting being held on 25 May 2017.

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

BACKGROUND

As per section 33 of the PARSA Constitution all constitutional amendments must be ratified by the University Council.

This amendment effects Section 6 of the PARSA Constitution and specifically, relates to implementing a handover period of 6 weeks following the declaration of polls at PARSA's Annual Election.

The proposed changes to the PARSA Constitution have been developed with the assistance of PARSA's Principal Lawyer, PARSA's General Secretary and General Manager, as well as the PARSA President. The changes were endorsed at the 2 May 2017 meeting of the Postgraduate Representative Council (PRC), PARSA's governing body, in order to take this proposal to the PARSA membership at AGM.

Council is asked to note that the PARSA Annual General Meeting (AGM) will be held on 25 May 2017 at which time the members will vote on this amendment. Given that amendments to the motion on the floor of AGM are not possible, the proposed motion will either pass or fail in its current form.

SUMMARY OF ISSUES

The Postgraduate Representative Council (PRC) has had ongoing discussions as to how to strengthen PARSA's operations and effectiveness. An area identified for improvement is the need for a handover period between student representatives, following annual elections. This is similar to the ANU Students' Association (ANUSA) which currently provides for a handover period of 3 months.

The PRC determined that a 6 week handover period should be adequate to support an effective transition between student representatives and as such is seeking to amend the constitution in order to allow this.

Under the new arrangement the incumbent PRC members will remain in place for 6 weeks after the declaration of polls. Over this 6 week time period it is expected that outgoing member's mentor, train and share knowledge with their successors.

These changes have been reviewed by the Corporate Governance and Risk Office and are supported. These changes do not have any immediate impact on the position of Postgraduate Student Member of the ANU Council, who will take office from the time of the declaration of the election result (as required by the *Council (Elections) Statute 2016*). CGRO has flagged with PARSA a willingness to explore harmonising commencement dates between the PARSA office-bearers and the Postgraduate Member of the Council in the future. Should this prove feasible, further amendments to the PARSA constitution and the relevant statute will be brought forward for Council approval.

PARSA intends to implement further changes to its constitution in 2017, following student consultation.

ATTACHMENT

16.1 [PARSA Constitution Amendments \(with tracked changes\) \(231/2017\)](#)

COMMUNICATION

For public release For internal release Not for release

PARSA will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.

PART 5 – OTHER MATTERS FOR NOTING

***C17.** *Confidential to Council Members*

18. ANU ENTERPRISE PTY LTD BUSINESS PLAN

PURPOSE	To note the 2017-2019 Business Plan, and priorities, in relation to ANU Enterprise Pty Ltd.
PREPARED BY	Pro Vice-Chancellor (Innovation and Advancement)
REVIEWED BY	Deputy Vice-Chancellor
SPONSOR	ANUE Board

RECOMMENDATION That Council note the 2017-2019 Business Plan, and priorities, in relation to ANU Enterprise Pty Ltd (182/2017).

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

The Board of ANU Enterprise Pty Ltd has considered, and endorsed, the accompanying business plan for the entity for the period 2017-2019.

ATTACHMENT

18.1 [ANU Enterprise Pty Ltd Business Plan 2017-2019 \(182/2017\)](#).

COMMUNICATION

For public release For internal release Not for release

***C19 - 22.** *Confidential to Council Members*

23. ACADEMIC BOARD REPORT

PURPOSE To note the report from the meeting of Academic Board held on 2 May 2017.

AUTHOR Chair, Academic Board

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the report from the meeting of Academic Board held on 2 May 2017 (540/2017).

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

SUMMARY OF ISSUES*Hot Topic - Strengthening Student Engagement*

At meeting 2/2017, the Board considered Strengthening Student Engagement and received a presentation from [Professor Sally Varnham](#) who has received a National Senior Teaching Fellowship to undertake a sector-wide collaboration towards establishing a framework for student engagement in Australian tertiary education institutions. There is a developing trend in comparative higher education sectors, in particular in Europe, where there has been a focus on developing student engagement. In addition, the Board received a presentation from the student representatives, with particular focus on the purpose of a Student Partnership Agreement.

The Academic Board resolved to:

1. support developing stronger student engagement in university decision-making and governance at the ANU; and
2. establish a Student Engagement Working Party to:
 - a. Develop a set of principles embodying student partnership at the ANU and;
 - b. Provide a report recommending appropriate actions to Academic Board 4/2017;

within the remit of Academic Governance.

Strategic Plan

The Academic Board endorsed the Global Engagement Plan and the University Experience Plan.

Executive Poll

Ahead of each meeting, the Board identifies two-three topics and requests a short briefing from the Executive. At meeting 2/2017 the Board received a briefing on:

1. The creation of a public policy incubator; and
2. QILT student experience survey results; and
3. Developing world-class student admissions processes and support structures.

As part of the discussion, the Board identified the need for further discussion about the implications of removing compulsory enrolments, in particular on workforce planning and resourcing. This issue will be carried over to the next Board meeting and Colleges will be asked to provide feedback on implications of non-compulsory enrolments.

Accreditation Sub-Committee

The first meeting of the Accreditation Sub-Committee will be held on 6 June 2017. The committee will consider, in detail, the accreditation items seeking approval at Academic Board 3/2017 and provide recommendations to the Board. The committee was established to implement the recommendation from the Academic Board Working Party in 2016 to improve the rigor and quality assurance of program and course accreditation.

ATTACHMENT

[23.1 Academic Board report 2/2017, 2 May 2017 \(540/2017\).](#)

COMMUNICATION

For public release For internal release Not for release

24. POWER OF ATTORNEY

PURPOSE To note that no documents have been executed under Power of Attorney since the 7 April 2017 meeting of Council.

PREPARED BY Director, Corporate Governance and Risk Office

RECOMMENDATION That Council note that no documents have been executed under Power of Attorney since the 7 April 2017 meeting of Council.

ACTION REQUIRED

For discussion For decision For information

CONSULTATION

Staff Students Alumni Government Other Not applicable

BACKGROUND AND SUMMARY OF ISSUES

Power of Attorney was granted to the Investment Manager and executed under the Common Seal of the University on 4 September 2003.

Council is asked to note that no documents have been executed under Power of Attorney since its last meeting held on 7 April 2017.

COMMUNICATION

For public release For internal release Not for release

25. UNIVERSITY SEAL REPORT**PURPOSE** To inform Council of the uses of the University Seal.**PREPARED BY** Director, Corporate Governance and Risk Office**SPONSOR** Vice-Chancellor

RECOMMENDATION	That Council note there have been no documents to which the University Seal has been affixed since its last meeting held on 7 April 2017.
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ACTION REQUIREDFor discussion For decision For information **CONSULTATION**Staff Students Alumni Government Other Not applicable **BACKGROUND AND SUMMARY OF ISSUES**

The *University Seal Statute 2002* came into effect on 11 June 2002. The *Statute* provides that the seal of the University must not be used except upon the order of the Council or as provided by the *Statute*. Section 5 of the *Statute* provides that:

1. **Affixing of seal to other documents**
 - a. If a document is required to be under the seal of the University but the affixing of the seal is not authorised by section 4, the Chancellor or the Vice-Chancellor may direct the custodian to affix the seal of the University to the document, and, at the first opportunity, the Chancellor or the Vice-Chancellor, as the case requires, must report to the Council the action so taken.

This report confirms that no uses of the University Seal have been recorded since the last meeting of Council held on 7 April 2017.

COMMUNICATIONFor public release For internal release Not for release

26. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

PURPOSE	To consider a report of significant visits and events, grants and consultancies.
PREPARED BY	Communications Officer (Special Events) Office of Research Excellence
REVIEWED BY	Vice-Chancellor
APPROVED BY	Vice-Chancellor
SPONSOR	Vice-Chancellor

RECOMMENDATION	That Council note the report of significant visits and events, grants and consultancies (180/2017).
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ACTION REQUIREDFor discussion For decision For information **ATTACHMENT**[26.1 Report of significant visits and events, grants and consultancies \(180/2017\).](#)

PART 6 – OTHER BUSINESS

***27. QUESTION TIME**

PURPOSE For Members of Council to ask questions.

SPONSOR Chancellor

RECOMMENDATION That Council note any matters raised in question time.

ACTION REQUIRED

For discussion For decision For information

***28. OTHER BUSINESS**

PURPOSE For Council members to raise any other business for the consideration of the meeting.

SPONSOR Chancellor

RECOMMENDATION That the Council consider any other business raised.

ACTION REQUIRED

For discussion

For decision

For information

29. NEXT MEETING

PURPOSE For Council Members to note the date of the next meeting of Council.

SPONSOR Chancellor

RECOMMENDATION That it be noted that the next meeting of Council will be held on 21 July 2017.

ACTION REQUIRED

For discussion For decision For information

COUNCIL AGENDA 26 MAY 2017

ATTACHMENTS



Indigenous Engagement opportunities - ANU's national leadership role

PVC (University Experience)

ANU Council

26 May 2017

Indigenous staff - academic

		Year				
Current College	Data	2012	2013	2014	2015	2016
Arts & Social Sciences	FTE	1.0	3.5	2.5	1.5	2.0
	Count of Staff	1	4	3	2	2
Asia & the Pacific	FTE	1.0				
	Count of Staff	1				
Law	FTE				2.0	2.0
	Count of Staff				2	2
Medicine, Biology & Environment	FTE	1.0	0.4	0.4	1.6	1.8
	Count of Staff	1	1	1	2	2
Physical & Mathematical Sciences	FTE	1.0	1.0			
	Count of Staff	1	1			
Nat Ctr for Indigenous Studies	FTE	2.0	3.0	3.0	2.0	2.0
	Count of Staff	2	3	3	2	2
Total FTE		6.0	7.9	5.9	7.1	7.8
Total Count of Staff		6	9	7	8	8

Indigenous staff - professional

		Year				
Current College	Data	2012	2013	2014	2015	2016
Arts & Social Sciences	FTE	1.0	1.0	1.0	1.0	1.0
	Count of Staff	1	1	1	1	1
Asia & the Pacific	FTE	1.0	4.0	4.7	5.0	4.0
	Count of Staff	1	4	5	5	4
Engineering & Computer Science	FTE				1.0	1.0
	Count of Staff				1	1
Medicine, Biology & Environment	FTE	4.0	3.0	2.8	1.8	2.6
	Count of Staff	4	3	3	2	3
Nat Ctr for Indigenous Studies	FTE			1.0	2.0	2.0
	Count of Staff			1	2	2
ANU Service Units	FTE	13.2	13.4	15.3	13.0	11.0
	Count of Staff	17	16	19	17	11
Total FTE		19.2	21.4	24.8	23.8	21.6
Total Count of Staff		23	24	29	28	22

ANU Indigenous Student Numbers

	2011	2012	2013	2014	2015	2016 (at 01 May)	2017 (at 01 May)
Career							
Higher Degree Research	22	26	27	25	32	28	25
Completions	2	1	2	2	1	1	
Postgraduate Coursework	49	39	52	69	56	63	79
Completions	23	17	19	30	17	21	
Undergraduate	89	89	81	78	78	70	89
Completions	18	16	22	22	20	17	
Non-award		1					2
Completions							
Enabling			3		1	2	
Completions							
Enrolment Totals	160	155	163	172	167	163	195

	Undergrad	Postgrad CourseW	HDR	Academic Staff	Professional Staff
Indigenous	70	63	28	8	22
Total at ANU	11,606	9,060	2,858	1,700	2,419
Proportion Indigenous	0.60%	0.70%	0.98%	0.47%	0.91%
Number of indigenous if parity rate of 3%	348	272	86	51	73
Number of Indigenous required to reach parity	278	209	58	43	51

Other initiatives/opportunities

- Post Doc Fellowship
- New Level A position in the National Centre for Indigenous Studies for 5 year position to fund PhD student to do thesis and be part of school's research activities
- Opportunities provided by new PhD funding models
- Possible new inter-College collaborative priorities around Indigenous well being

Research opportunities include:

- enhancing the collaborative research partnership with key Indigenous leadership organisations;
- enhancing national debate on Indigenous issues and providing a national platform for engagement, development and interaction with Indigenous policy matters, particularly as it relates to the transcultural and transformative areas related to agreement making and nation building and thirdly but not least establishing a northern presence and focus on a deliberate northern engagement strategy.

INDIGENOUS ENGAGEMENT ISSUES AT ANU

A core part of the University Experience plan is addressing Key Initiative 2.4 of the ANU Strategic Plan 2017-2021 that: "ANU will ensure cross-institutional effort to substantially increase the recruitment and success of Indigenous undergraduate and postgraduate students, and Indigenous academic staff. All disciplines and professions will be targeted (*Key Initiative 2.4*)".

As outlined in Agenda item 8.6, draft ANU University Experience Plan, this will be done through **four key actions**:

1. developing comprehensive support systems for Indigenous students at all levels.
2. developing comprehensive support for Indigenous staff, both academic and professional.
3. revitalising Reconciliation at ANU by furthering research and public awareness of Indigenous issues and by ensuring that ANU is a place where Indigenous Australians can realise their potential and aspirations.
4. developing an integrated training and support program for Indigenous PhD students in partnership with the Tjabal Centre, National Centre for Indigenous Studies and our Indigenous collaborators and partners to improve graduate outcomes and student satisfaction.

Operational actions to achieve these four key actions will include:

1. defining success for Indigenous students (GPA, completions, employment outcomes, benchmarked against general student population and Group of 8) and tracking this data
2. establishing an undergraduate research support program specific to Indigenous students
3. establishing a network of Indigenous employers, including information on their targets relating to Indigenous employment and graduate recruitment programs, employers surveyed in relation to Indigenous targets and through this creating a database to demonstrate and track recruitment of Indigenous alumni (undergraduate and graduate)
4. establishing Indigenous honours scholarships for each Indigenous honours student
5. establishing a formal mentoring scheme for all Indigenous students. Students to have the option of a senior Indigenous student and/or ANU staff member as a mentor
6. establishing an Indigenous ANU staff network (for academic and professional staff and HDR students), including regular professional development opportunities – aim for 8 events a year including one hosted each by VC, DVC(A), DVC(R) and a prominent ANU Indigenous Alumni
7. transferring existing HR Indigenous employment funds to a separate Academic College to establish cadetship scheme based on CAP model of offering professional jobs to Indigenous students
8. supporting Indigenous Postdoctoral Fellowship program to maximise benefits to ANU - organise mentoring and support of Fellows including support in developing teaching profiles
9. enhancing effectiveness of University and College and divisional RAP committees by learning from and building upon successes of different College RAP activities
10. initiating an annual conference on issues facing Indigenous Australians
11. developing stronger relationships with Indigenous communities, including Indigenous-led research and enhance research addressing Indigenous disadvantage in health, economic, education and other key social outcomes
12. working with Reconciliation Australia to review and renew ANU Reconciliation Action Plan (RAP).

Renewed Reconciliation Action Plan (RAP)

The renewed RAP is being developed by a working group coordinated by the PVC (UE) that includes senior Indigenous ANU staff. An update on the new RAP was given to Senior Management Group on March 22nd 2017. The draft was sent to all Indigenous staff at ANU for comment on May 17th. A revised version will be shared in late May with Reconciliation Australia for comment before further consultation with ANU Indigenous Alumni and a round of consultation with ANU Deans and Directors, before it is taken to the ANU Senior Management Group for approval.

Key new proposals in the draft RAP include:

1. Raising internal and external awareness of our RAP to promote reconciliation by:
 - developing and implementing a strategy to communicate our RAP to all internal and external stakeholders
 - increasing Indigenous presence at commencements, graduations (and other key university events), through Indigenous speakers, music, flags etc.
 - ensuring Indigenous imagery and symbolism is incorporated into all new campus developments
 - developing and mandating an online Indigenous studies course for all staff and students.

2. Developing relationships with Indigenous Alumni, employers of Indigenous graduates and Indigenous communities with which we can partner to undertake research by:
 - using Indigenous alumni as an engagement group
 - enhancing research addressing Indigenous disadvantage in health, economic, education and other key social outcomes
 - developing an ANU Indigenous webpage covering all aspects of the University's Indigenous engagement.

3. Making ANU the university of choice for Indigenous academic and professional staff by:
 - developing an Indigenous staff network for both academic and professional staff (\$100k pa) by transferring existing HR employment funds to academic colleges to establish cadetship scheme. Two grants per year of \$50,000 to Colleges/Schools/Service Divisions to establish an ANU/ATC Indigenous Traineeship Program in the local area. Grants program conducted from 2017 to 2020 (i.e. 4 annual rounds) then reviewed for continuation beyond 2020.
 - attracting and supporting at least 1.2% Indigenous staff (academic and professional, currently 0.7%) rising to 1.5% by 2021 and 3% by 2025

4. Making ANU the university of choice for Indigenous students by:
 - attracting and supporting by July 2019 at least 1.2% Indigenous students (currently 0.95%)
 - establishing an undergraduate research support program specifically for Indigenous students
 - establishing a formal mentoring scheme for all Indigenous students
 - developing and maintaining an Indigenous education strategy
 - establishing a means tested scholarship scheme to meet the accommodation costs of Indigenous students (look to Philanthropic source?).
 - providing more pastoral and academic support for Indigenous graduate students through a dedicated support position (\$80k pa).

5. Ensuring that relevant research policies and guidelines and codes of conduct are sensitive to Indigenous culture and that warnings appear on relevant publications.

6. Reviewing existing policies and codes of conduct or consider developing a stand-alone document relating to research and publication dealing with Indigenous culture.

7. Ensuring Indigenous perspectives are included in the curricula by:
 - surveying curricula to identify where Indigenous perspectives are currently included
 - establishing priority areas for including further Indigenous content (not just in Indigenous specific areas) and provide support to enable this
 - establishing a competitive funding pool for Indigenous guest speakers for courses (\$25k pa)
 - creating a new level E Indigenous position for the convener of the Indigenous Studies major to act as an anchor point for the program assist in its development (estimated cost \$200k pa).

8. Conducting high quality research led by and of relevance to Indigenous communities by:
 - developing stronger relationships with Indigenous communities

- enhancing research addressing key areas of Indigenous disadvantage: health, education, poverty and other key 'closing the gap' areas
- establishing a visiting Indigenous fellow scheme - competitive scheme with funds of \$40k per year each for one Australian Indigenous scholar and one international Indigenous scholar (funds for travel, accommodation and conference/workshop costs for forum they help facilitate)
- pilot in 2018-2020 a community research fund (\$500k) to facilitate partnerships with Indigenous communities and enable the development of Indigenous-led research projects – reverse the past process of researchers going to communities with projects to communities coming to ANU with projects they want done. Review mid-2020 to assess whether to continue to fund at \$200k pa.
- creating a baseline of current achievements in Indigenous research to enable achievement to be better measured.

CURRICULUM VITAE FOR MALCOLM SNOW**Malcolm Snow****Employment History**

Chief Executive, National Capital Authority
January 2014 – Present

General Manager Place Strategy & Development, City of Port Phillip
August 2013 – January 2014

General Manager Design & Placemaking, Places Victoria
January 2012 – July 2013

Chief Executive Officer, South Bank Corporation
July 2005 – December 2011

Board Chairman, Place Leaders Asia Pacific
July 2006 – June 2011

Director Urban Planning, Urbis
May 2001 – July 2005

General Manager City Projects, Adelaide City Council
May 1998 – May 2001

Head of Urban Design, City of Melbourne
April 1988 – March 1998

Education

Master of Landscape Architecture, Landscape Architecture/Urban Design
University of Melbourne
1983 – 1985
AILA Prize for Outstanding Graduate

Bachelor of Regional and Town Planning, Urban Planning (Hons)
University of Queensland
1974 – 1977
First Class Honours

Honours & Awards

2014 Alumni Award, University of Queensland
September 2014

Australia Award for Urban Design, Australian Government
May 1996



Australian
National
University

2016 REPORT TO DONORS



Impact of giving



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Image: Student callers of 2016 Phone Appeal
(Photo by Stuart Hay)

A MESSAGE OF THANKS

From the Vice-Chancellor

Welcome to The Australian National University's 2016 Report to Donors.

The Australian National University is a resource for the nation and the world. We attract the best and bring out the best. And, as we work to fulfil our contemporary role as the national university in which we actively help shape Australia, our region, and the world, I am grateful for donors like you who support us on our journey.

Philanthropy is increasingly essential to how we as a community support our students, advance our research and further our international collaborations. The generosity captured in this report is of tangible benefit across all University functions and underpins the spirit of ambition, excellence, reconciliation and equal opportunity that characterises ANU.

In 2016, ANU was privileged to benefit from some exceptional philanthropy, including the inspirational expansion of the Tuckwell Scholarship Program by Graham and Louise Tuckwell. Worth about \$200 million over 30 years, the program is Australia's largest personal philanthropic contribution to a university and exemplifies a new and world-leading approach to philanthropy.

Other instances of how generosity positively impacts our University include the ANU partnership with the Westpac Bicentennial Foundation scholarship program. Strong collaborations further our ability to take a national leadership role in shifting traditional approaches to both university-industry interaction and philanthropy.

Equally significant is the potential for future growth that donors can have in areas such as Indigenous reconciliation, as evidenced by the role that philanthropy plays in supporting the important work of the National Centre for Indigenous Studies.



I hope that you enjoy reading these examples of how philanthropy reflects personal meaning and fosters opportunities that then go on to change lives, change knowledge and change society. On behalf of the ANU community I thank you for your generosity and hope that you are inspired by this insight into the impact that you have had. All gifts – large or small – make a lasting difference.

Professor Brian P. Schmidt
Vice-Chancellor and President
The Australian National University

From the Chancellor

This report recognises the far-reaching impact that our donors have on all aspects of The Australian National University. I warmly thank all our generous donors for their exceptional contributions and commitment to ensuring that ANU excels in everything we do.

If ANU is to flourish as not just one of the great universities in Australia but the world, we need all the support from donors that we can possibly get.

The stories in this report show how philanthropy at ANU works to support real change. Whether through removing barriers that prevent some of the best students from studying at ANU or assisting research that delivers a real difference, your generosity helps us to create a better world.

I hope you enjoy reading about the inspiring stories in this report, from moving individual efforts such as Yuki Hokari's work to honour her brother's memory, to community efforts such as the student callers and alumni who participated in the most successful ANU phone appeal to date.

Philanthropy is the springboard from which our endeavours reach higher and travel further. I thank you for your generous and continued support.

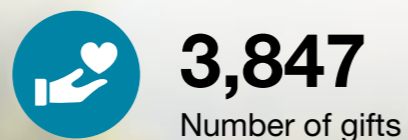
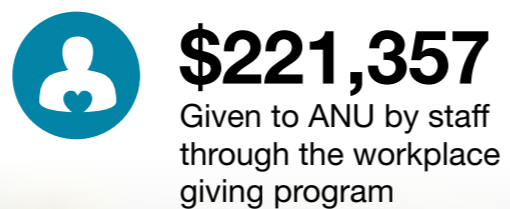
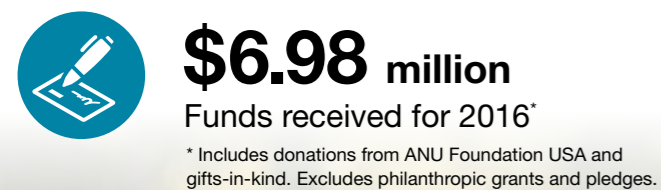
Professor the Hon Gareth Evans AC QC
FASSA FAIIA
Chancellor
The Australian National University



THANK YOU

2016 GIVING BY NUMBERS

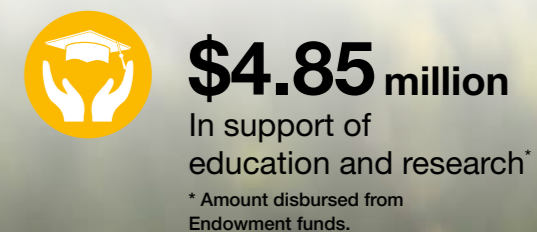
Funds raised and pledged in 2016



Who gave



How it helped



GIVING

NB. All figures refer to activity in the Endowment for Excellence in 2016 unless specified otherwise. For more financial detail on the Endowment see page XX.

2016 ANNUAL PHONE APPEAL

Dialling a difference

Thanks to the generosity of the alumni community, the 2016 Phone Appeal was the most successful conducted by the University to date.

The appeal raised \$120,128 in cash and pledged gifts to support ANU, including to The ANU Fund and the Konzo Prevention Fund. The ANU Fund contributes to scholarships and prizes, teaching facilities, campus activities and innovative research.

Over six-and-a-half weeks, 42 students called alumni to share news about campus, discuss ways for alumni to stay connected and ask for support. For the first time, alumni in the United States, recent graduates and graduates from the 1950s and 60s received calls as well. The response from these alumni was incredibly positive.

ANU students had 4,782 conversations with alumni and friends, resulting in 813 pledged gifts.

\$120,128 



2016 ANNUAL PHONE APPEAL

Rebecca “Ebe” Ganon calling: working on the ANU phone appeal

“Even if someone doesn’t donate today or donates just a small amount, you’re creating that link and communicating with them.”

I applied to work on the phone appeal because I felt really lucky to have been awarded a scholarship from generous donors.

Working on the phone appeal affected how I look at being a scholarship holder because I was able to connect with the sorts of people who have given me the opportunity to be here: to come all the way from Perth and experience ANU.

The appeal changed my view of philanthropy at ANU and of giving in general because I realised that there are people behind those donations as opposed to just money floating around in the ether. There are people who give everything from Tuckwell-level donations to recent graduates who are able to give \$100 or \$150, for example. Everyone is valuable because you’re creating

connections. Even if someone doesn’t donate today or donates just a small amount, you’re creating that link and communicating with them.

I really enjoyed receiving advice from alumni who are happy to tell you what did and didn’t work for them and what they recommend for you. It’s a really fun thing to get to speak to some really awesome people.

To all the people we managed to speak to during the phone appeal I would say thank you for taking the time to tell me about your experiences. It’s great that we’re able to connect with alumni because it’s a very different channel of communication that isn’t often utilised. We’re lucky at ANU to be able to do that because creating those long-term connections is what counts.

GENEROSITY



2016 DAY OF GIVING

ANU Giving Day – Let’s make konzo disappear

A record number of students, staff, alumni and friends raised over \$85,000 through the ANU Giving Day appeal to help prevent the disease konzo.

All funds raised directly support educational programs run in partnership with the National Institute of Nutrition in the DRC to teach villagers Dr Bradbury’s affordable wetting method Dr Colin Taylor, Director of Alumni Relations and Philanthropy, said that the ANU Giving Day shows the power of the ANU community: “It was wonderful to see so many members of the ANU community come together to support ANU research that has a global impact.”


000,000
58
\$



Let’s make
Konzo
disappear

2016 DAY OF GIVING

Vale Dr Howard Bradbury AM

“Someone like Howard reminds us about the other side of our work – the joy of doing good things, the value of others, and the role we play as citizens of a broader community.”

Dr Howard Bradbury AM passed away in 2016 at age 89, and his death is a great loss for the ANU and the Australian science community. Dr Bradbury was one of the first chemistry academics appointed to ANU, arriving in 1961. In 2007, Dr Bradbury was awarded a Member of the Order of Australia for his service to science as a plant biochemist.

Professor Bradbury dedicated 26 years to preventing the neurological disease konzo, which causes irreversible paralysis of the legs, often in children and young women. Konzo is caused by malnutrition and consumption of high levels of a cyanide compound found in cassava: a staple food in tropical Africa.

Dr Bradbury developed the simple and inexpensive “wetting method” that removes the poisonous cyanide compound from cassava flour. He also developed a test

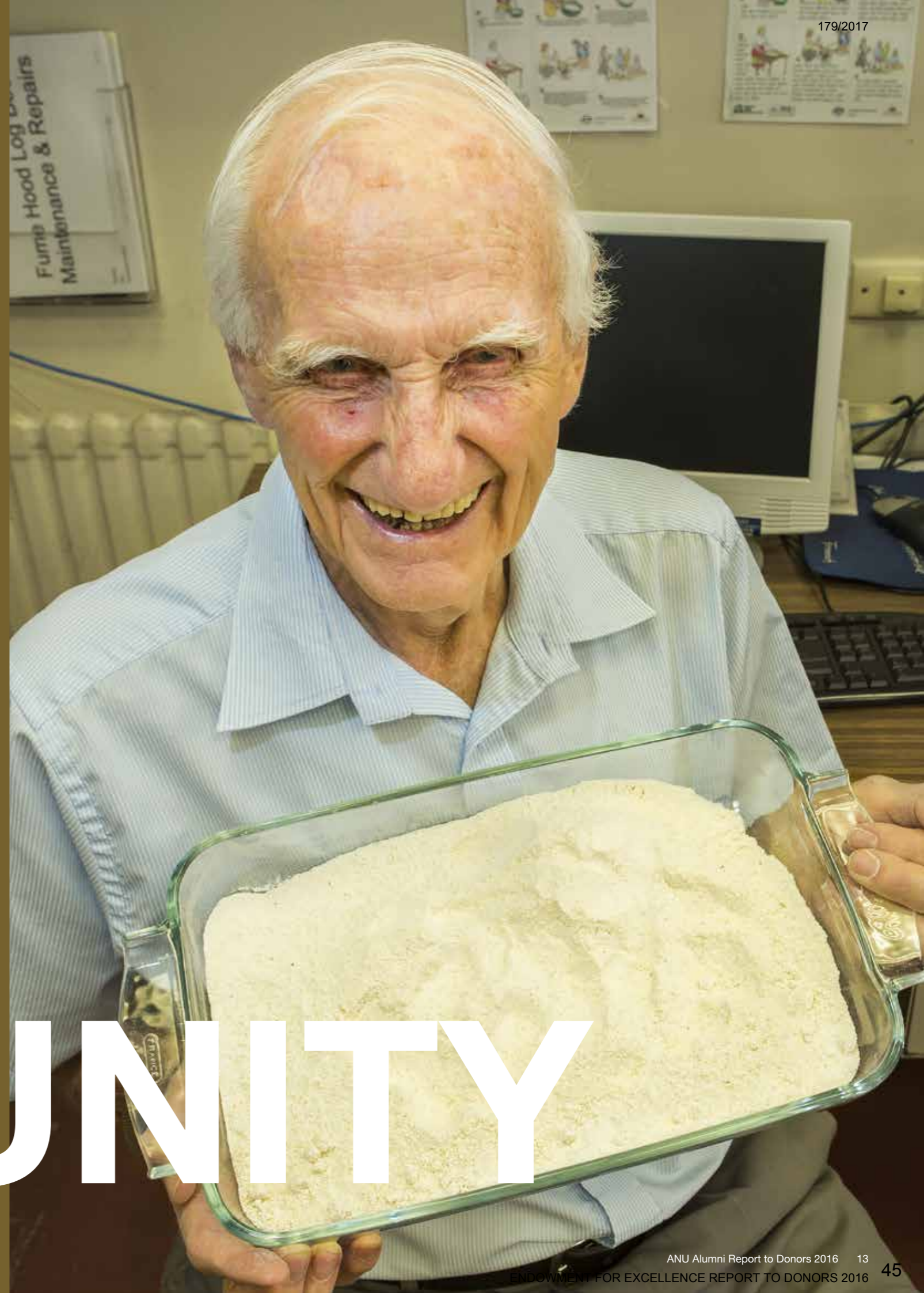
kit to measure levels of cyanide in cassava and other food crops.

Konzo can't be cured, but it can be prevented by educating those who prepare cassava. Dr Bradbury worked in collaboration with local health authorities in the Democratic Republic of Congo (DRC) to raise awareness of the “wetting method” and educate affected communities. This work has already prevented konzo in 16 villages across the region.

Professor Allen Rodrigo, Director, Research School of Biology, says:

“Someone like Howard reminds us about the other side of our work – the joy of doing good things, the value of others, and the role we play as citizens of a broader community.”

COMMUNITY



IMPACT OF GIVING

London Law alumni supporting ANU law students

“Thank you to the London Committee for organising this opportunity and for your generosity and willingness to provide such a unique experience.”

The ANU College of Law alumni community in London have created a unique opportunity for two students to intern in a London legal firm. The scholarship is valued at £8,000 and funds flights, accommodation and cost of living during a 12-week supervised internship that provides realistic, high-level and varied legal work experience.

The Dean of the ANU College of Law, Professor Stephen Bottomley, said the Law School was extremely proud of its alumni community and their willingness to give back and continue to enrich the student experience.

“ANU Law alumni are recognised leaders across a diverse range of sectors and make significant contributions in Australia and overseas. Whilst ANU Law students learn from some of Australia’s leading legal experts, we are proud to involve alumni in our learning environment and be able to offer this truly unique opportunity for students. I thank our alumni for their generous support and vision,” said Professor Bottomley.

Two students from the ANU College of Law, Sonali Fernando and Prashant Kelshiker, were awarded the inaugural scholarships. Sonali, originally from Perth, undertook her internship at Latham & Watkins LLP under the guidance of ANU Law alumnus Tom Evans, a Partner specialising in Mergers & Acquisitions.

“They tried to give me the best of everything they were working on at the time, and they would take the

time to sit down and explain things or guide me. They definitely invest in you which I really appreciated,” Sonali said.

“One of the things I was involved in was a foundation called 28 Too Many which is trying to eliminate female genital mutilation (FGM) in 28 African countries,” she said.

“And I worked on a matter for FINCA which provides microfinance for people in disadvantaged countries.”

Prashant undertook his internship with Phillip Coppel QC, at Cornerstone Barristers, set within London’s historic Gray’s Inn.

“One thing I really appreciated was the ability to work across a diverse range of cases. Philip was actively concerned to ensure I received exposure to work that was interesting and educational,” Prashant said.

Both Prashant and Sonali thanked the scholarship donors and the London committee for organising the opportunity.

“It affirmed my plans to work in the profession and I definitely think I’m in a better place to apply for clerkships now,” Sonali added.



ALUMNI

IMPACT OF GIVING

World-leading act of modern philanthropy

“The program has a focus on giving back to Australia and is the only one of its kind that nurtures scholars to fulfil their broader community ambitions.”

In 2016, philanthropists Graham and Louise Tuckwell announced Australia’s largest personal philanthropic contribution to a university to fund a major expansion of the prized Tuckwell Scholarship Program at ANU.

This inspirational philanthropic act is worth about \$200 million over 30 years. The funding will come from two iconic new halls of residence at ANU to be built over the next two years, funded by Graham and Louise Tuckwell at a cost of around \$100 million. The expansion also includes construction of a \$10 million Scholars House building, which will be the pastoral, academic and social heart of the Tuckwell Scholarship program.

With their gift, Graham, an ANU alumnus, and Louise have become pioneers in the support of education in

Australia. Their vision is to see school leavers fulfil their potential and reinvest their knowledge, skills and experience in ways that benefit others.

The program has a focus on giving back to Australia and is the only one of its kind that nurtures scholars to fulfil their broader community ambitions over and above the pursuit of an undergraduate degree.

The Tuckwell Scholarship program represents a partnership between ANU and the Graham & Louise Tuckwell Foundation. The partnership integrates their passion for education with Australia’s national university, offering students access to some of the world’s greatest minds and Australia’s best on-campus residential experience.



POTENTIAL

IMPACT OF GIVING

The Love Bequest

“I was motivated to establish the Love Scholarships because I wanted to ensure talented students wishing to come to ANU had every opportunity to do so.”

Emeritus Professor John Love arrived at the Institute of Advanced Studies at ANU in 1973 to research fibre optics, and retired as an Emeritus Professor in Guided Wave Photonics in the Physics Education Centre at the Research School of Physics and Engineering.

Professor Love was deeply connected to the ANU and Canberra community as a teacher, pioneer researcher and philanthropist. In 2014, Professor Love established the flagship Love Scholarship program at ANU to help support students whose circumstances would have prevented them from studying at university. He was committed to supporting equity, excellence and diversity at ANU, and creating opportunities for students to reach their full potential. He passed away in 2016.

Professor Love spent his life helping people from all walks of life and his giving will continue, through his bequest to ANU, to assist students, researchers and

particularly the recipients of the Love Scholarship. His bequest will continue his legacy and ensure that his generosity will extend beyond his life journey.

The Love bequest will support future Love scholars, create a prestigious Vice-Chancellor's Award and an accommodation bursary for regional physics students, along with a generous gift in support of world-class cancer research at ANU.

“I was motivated to establish the Love Scholarships because I wanted to ensure talented students wishing to come to ANU had every opportunity to do so. I've found myself helping people throughout my life – this is my way to help these students.” John Love, Emeritus Professor in Guided Wave Photonics.

LOVE



IMPACT OF GIVING

Protecting Linguistics: The Stephen and Helen Wurm Endowment

“I live in hope that someone with more resources than me will one day decide to help us build this up more. There is just so much to do, and so many smart and dedicated young people out there who want to do this sort of work.”

Professor Nicholas Evans, Head of the Department of Linguistics and Distinguished Professor in the School of Culture, History and Language at the College of Asia and the Pacific at ANU, is a regular donor to the Stephen and Helen Wurm Endowment. The Endowment supports outstanding postgraduate field research in linguistics in the Pacific region.

Professor Evans is concerned by the rate at which languages are disappearing, with 50 to 80 per cent of the world's languages facing extinction by the end of the century. “Around a fifth of the world's 6,000 languages are spoken in the South-western Pacific,

which includes six of the world's top dozen countries for linguistic diversity. The concentration of linguistic diversity in our part of the world beckons Australia to a leading role in the worldwide effort to safeguard our linguistic heritage before it is too late”, he says.

Although Professor Evans acknowledges that ANU has a proud tradition of engagement with languages of the region, he says: “This is only a fraction of what is required. One of the most important things we can do is to support the next generation of scholars, particularly from those parts of the world where these languages are spoken.”

The Wurm Endowment plays a key role in helping out. “It is particularly useful as a way of covering tuition fees, since even when we manage to get stipend funding from other agencies, such as the ARC, the actual tuition fees cannot be covered.”

When Professor Evans studied the Australian Aboriginal language Kayardild in the 1980s, Professor Wurm shared his fieldwork on the language from the early 1960s. “Through the first few months of my doctoral studies I met with him once a week in his cavernous office – the windows long ago covered over by his ever-expanding book collection – while

he took me through his notes. The actual phonetic transcriptions were something I could have followed, but he had written the translations in a now-almost-forgotten form of Central European shorthand which I certainly couldn't have deciphered.”

Professor Evans would like to see the important work funded by the Wurm Endowment to develop further. “I live in hope that someone with more resources than me will one day decide to help us build this up more. There is just so much to do, and so many smart and dedicated young people out there who want to do this sort of work.”



SUPPORT

IMPACT OF GIVING

A visionary reopening of the Drill Hall Gallery

“My job now is to give a bit back, so that future generations can see and experience some of the magic.”

When the newly renovated ANU Drill Hall Gallery reopened in July 2016, it included a major donation of paintings and sculptures from the collection of Jacqui and James Erskine, Chairman of Sports & Entertainment Limited. With an estimated value of more than half a million dollars, Mr Erskine's gift is the largest contemporary art donation ever given to the Gallery and the University.

The Erskine gift includes masterpieces by the Australian Indigenous artists Emily Kame Kngwarreye and George Tjungurrayi. Professor Brian Schmidt AO, ANU Vice-Chancellor, said at the opening of the Drill Hall Gallery:

“The University's vision is to be the destination of choice for Aboriginal and Torres Strait Islander intellectual leaders and this includes Indigenous artists.”

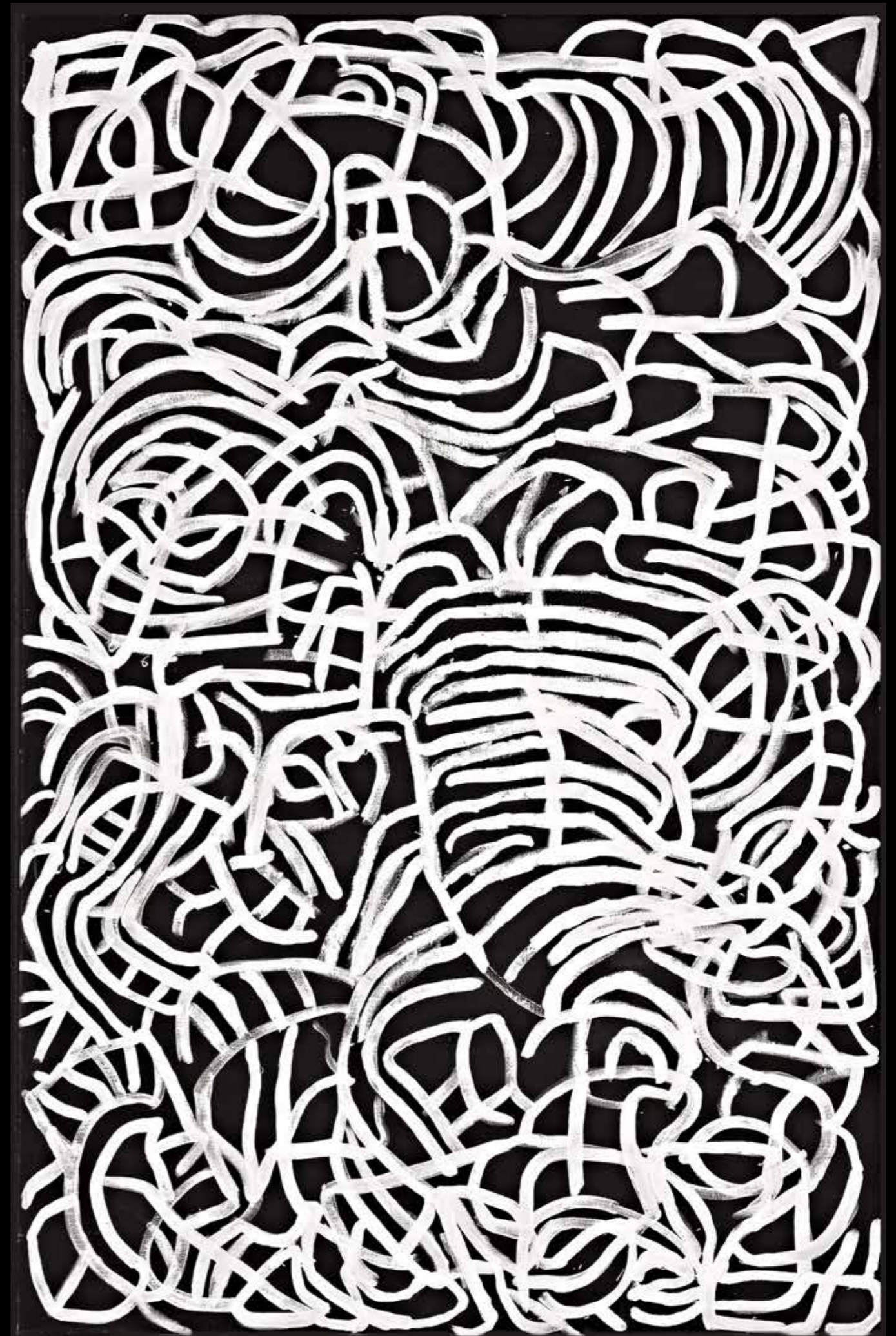
Drill Hall Gallery Director Terence Maloon said that, as a result of his generous gift, Mr Erskine has been nominated a life patron of the Drill Hall Gallery. He said:

“It is a very personal and very thoughtfully put together package. These works are by artists close to James Erskine's heart.”



James, his wife Jacqui and their three children are all passionate about art. James began collecting paintings from the age of 18 and now owns one of the finest collections of contemporary Australian art. During an interview with the Drill Hall Gallery in 2015, James said:

“My job now is to give a bit back, so that future generations can see and experience some of the magic. People will leave the gallery happier than they went in – if I can make that happen for some others, then I've done my bit.”



VISION

IMPACT OF GIVING

**ANU and Westpac Bicentennial
Foundation: Philanthropic Partners**

“ANU has been an exceptional partner and instrumental to the successful launch of Westpac Bicentennial Foundation’s scholarship program.”

The ANU partnership with the Westpac Bicentennial Foundation (WBF) to establish the Westpac Scholarship Program has been a journey of true collaboration since its commencement in 2014.

WBF is a \$100M endowment to fund 100 scholarships a year, forever. This is the single largest private education scholarship program in Australia’s history. ANU has worked closely with the Foundation as a partner in three of the five programs offered through the Foundation: The Westpac Asian Exchange Scholarships, the Westpac Future Leaders Post-Graduate Scholarships and the Westpac Research Fellowships.

The ANU-WBF relationship has enabled ANU to take a leadership role in breaking down walls between academia and business and has succeeded in shifting traditional approaches to both university-industry interaction and philanthropy. Susan Bannigan, CEO of Westpac Bicentennial Foundation says:

“ANU has been an exceptional partner and instrumental to the successful launch of Westpac Bicentennial Foundation’s scholarship program, particularly the Future Leaders Scholarship and Research Fellowship. We are just at the beginning of this journey together, but I am very excited and optimistic about the potential that an industry-university collaboration of this scale has to contribute to the future of our country.”



The partnership has fostered cultural change within ANU, helping to establish stronger working relationships and collaboration with industry. This experience places ANU in a strong position to form future successful partnerships with corporations and foundations seeking to advance innovation and education. ANU Vice-Chancellor, Professor Brian Schmidt AO, says real collaboration has been key to the partnership’s success:

“Our partnership with Westpac is a free exchange of ideas and experiences and you can’t undervalue that. It’s a true collaboration in the sense that we are constantly learning from each other, and we both have skin in the game.”

The real impact that this kind of university-industry collaboration can have is demonstrated through the University’s inaugural Westpac Research Fellow, Associate Professor Antonio Tricoli. Professor Tricoli, from the ANU College of Engineering and Computer Science, won the inaugural 2016 Westpac Research Fellowship. Professor Tricoli says:

“Science is fun and addictive! Sometimes it is hard to find the time and opportunity to get out of our daily research activities. The WBF Fellowship has been a powerful thrust that set me in contact with an incredible cohort of inspiring young (and a bit older) future leaders.”

PARTNERSHIP

IMPACT OF GIVING

An ANU Dynasty – The Dr Claire Clark Scholarship

“I have been lucky to have family that could support my studies and travels, and to establish a scholarship to help other students do the same seems appropriate.”



In 2016, Mr Russell Clark, an ANU alumnus and Portfolio Manager at Horseman Capital Management, established the Dr Claire Clark Scholarship to honour his mother's achievements and interests in international relations and public policy.

The ANU has been at the centre of Clark family life for decades, with the family fast approaching their third generation of involvement with the University through either work or study. Claire was a Visiting Fellow at the Public Policy Program for four years in the early 1990s. She taught courses in public policy to ACT public servants and visiting public servants from other jurisdictions, including Indonesia. Claire says:

“I am very proud that all four of my children studied at the ANU, all of whom have at least two ANU degrees.”



Russell says “my personal experience of studying at ANU was extremely rewarding”, but it is Claire's achievements both as a pioneering woman in international relations and a supportive parent that Russell wishes to honour.

Russell recalls that his mother “always encouraged us to travel and try and understand the world.”

“I have been lucky to have family that could support my studies and travels, and to establish a scholarship to help other students do the same seems appropriate.”

This scholarship nurtures Australia's best and brightest future policymakers and will have long-term benefits, especially in public policy development. The inaugural scholarship recipients, Ms Anna Dunkley and Ms Ella Weisbrot, are both Master of Public Policy students at the ANU College of Asia and the Pacific.

For Ella, Claire is a personal inspiration:

“Dr Clark is such an inspiration. It means a lot to meet with female leaders who have played a strong role in public policy development. To know that incredible women like Dr Claire Clark have gone before and paved the way for younger women like myself is really inspirational.”

Both scholars are determined to make a real and positive change. Anna says:

“I am motivated by people who are passionate about their work and the world around them. Having met with Dr Clark, it seems she is one of those people who exude enthusiasm about the world - and are changing it for the better!”

INSPIRATIONAL

IMPACT OF GIVING

**Supporting Indigenous cultures and histories:
the role of philanthropy**

“For most of my PhD candidacy, I was a single mum working full-time, and the Award made a tremendous difference at the critical stage just before completion.”

The National Centre for Indigenous Studies (NCIS) works to ensure that Indigenous knowledge, perspectives and experiences are respected, valued, accessed and incorporated into all learning environments at ANU and beyond. Attracting and supporting Indigenous undergraduate and postgraduate students, coupled with increased Indigenous academic and professional staff at all levels, remains a significant focus for ANU.

Philanthropy is an important means by which the NCIS can evolve its vision beyond the strictures of government and traditional research funding. Professor Mick Dodson AM, Director of NCIS, says:

“We have been very lucky that some generous donors have seen fit to make a contribution to our centre. These are not overly large donations, but they are having an

immense impact on our work. In particular, philanthropic support has allowed individual higher degree research scholars to undertake and complete their PhD research.”

In 2016, Magali McDuffie was awarded the Watervale Graduate Award. This competitive annual award provides \$10,000 for an MPhil or PhD scholar at NCIS. In her PhD, Magali uses filmed interviews and narratives to look at how three Nyikina sisters have responded and adapted to different waves of government policies, spanning 80 years and three generations. Magali says:

“Being the recipient of the Watervale Award was not only a huge honour, but it also enabled me to concentrate on the final stretch of my PhD without feeling pressured financially.”



“For most of my PhD candidacy, I was a single mum working full-time, and the Award made a tremendous difference at the critical stage just before completion.”

Another important vehicle for philanthropy at the NCIS is the NCIS Research Fund which supports researchers and projects that deepen Australia’s understanding of Indigenous cultures and histories. The fund was originally set up as a result of PhD scholar Corrine Walsh’s anthropological work on ear disease, one of the most significant health issues facing Indigenous people. Without philanthropic funding, Corinne would have struggled to secure a field site within her first year. She remarks:

“The donation will also continue to assist with the nuts and bolts of PhD life. It will enable me to live in the field for an extended period and conduct future travel - which is essential to my research.”

Professor Dodson believes that the benefits of philanthropy continue to flourish with time. He says:

“We have also recently garnered some support for seeding innovative research ideas. While the support helps individual researchers, this has an exponential impact on the broader research issues we are tackling and, as the research blossoms, the support given now will continue to multiply into the future.”

SCHOLARSHIP

IMPACT OF GIVING

Knitting connections in her brother's memory - Yuki Hokari's story

“My fundraising efforts and activities are there to encourage people to get involved and feel connected to Mino.”

For over a decade, Yuki Hokari has been devoted to honouring the memory of her brother, Minoru Hokari. He was a promising young PhD scholar who came to ANU from Japan to work in remote locations with Australia's Gurindji people. He passed away from cancer in 2004.

Since his sad passing, Yuki has established the ANU Minoru Hokari Memorial Scholarship for students conducting fieldwork in remote Indigenous communities, created a memorial website, exhibited Minoru's photography across Japan and published his newspaper



essay Conversations and his Japanese translations of Deborah Bird Rose's Nourishing Terrains and Ghassan Hage's White Nation.

In addition to these considerable efforts, Yuki has shown remarkable determination in helping her brother's legacy flourish in new and creative ways. To bolster her fundraising efforts, Yuki creates knitting designs under the private label Nimara & Japarta. "Nimara" is the Gurindji name for sister and "Japarta" is the skin name given to Minoru by the Gurindji. Each of her designs is dedicated to Minoru with names like A Long Loop for Mino and Songlines. Yuki says:

"Knitters all over the world gather at Ravelry [a global social networking service for fibre arts] and come across my designs, learn about Mino and his work with the Gurindji community, and donate to the scholarship fund by purchasing the designs. Thus each of my knitting designs carries the stories of Mino and the Gurindji people."

All money raised through the knitting is donated to the scholarship fund, which reached AUD\$127,000 in 2016. This provides a \$5,000 annual scholarship, largely due to the impassioned fundraising of Yuki. Yuki says:

"My fundraising efforts and activities are there to encourage people to get involved and feel connected to Mino."

The scholarship is open to anyone currently enrolled at any Australian university who is undertaking a PhD, or has graduated in the past three years. Professor Ann McGrath, Director of the Australian Centre for Indigenous History, says the scholarship is "a great achievement that's involved the painstaking and endlessly creative work of Yuki and the warm generosity of Mino's family, friends and many ANU Alumni who have been regular donors".

TRIBUTE

IMPACT OF GIVING

Seeking better treatment for immune-related diseases

“If we can identify particular pathways that may be contributing to disease it could lead to more targeted treatments for the individuals.”

Philanthropists Peter and Susan Yates established the Elizabeth Greene Scholarship program in 2016 to honour Peter's half-sister Elizabeth Greene, who died after a long-term battle with lupus. Lupus is a chronic and incurable autoimmune disease that causes a person's immune system to attack their own body.

Peter Yates AM remembers his half-sister Elizabeth as “extraordinarily well-regarded in the community for her compassion and her dealing with disability”. He considers it a privilege to be in a position to assist in developing advancements in treating immune-related diseases.

Peter says that ANU is an attractive destination for world-leading researchers, such as Professor Vinuesa, Head of the Department of Immunology and Infectious Disease at the John Curtin School of Medical Research (JCSMR). This is in large part because of its impressive infrastructure and the significant international research collaboration of its scientists.

The inaugural Elizabeth Greene scholarship was awarded to Grant Brown, a medical science graduate who will undertake his PhD at the JCSMR and the Centre for Personalised Immunology (CPI) at ANU. Grant says that he felt privileged to be the first person to be awarded the Scholarship and would research rare genetic mutations in the cause of lupus:

“I'll investigate a range of individuals with lupus to identify genetic mutations that may cause problems with their immune system and cause disease. If we can identify particular pathways that may be contributing to disease it could lead to more targeted treatments for the individuals.”

The CPI aims to help people living with immune-related diseases by providing a ‘personalised’ diagnosis to find more effective treatments for their condition. Students have the opportunity to become uniquely multi-skilled by working on projects across diverse areas.

About 17,000 people in Australia have lupus, and females are nine times more likely to develop the condition.

PATHWAYS

IMPACT OF GIVING

A Philanthropist Farmer: sowing a fairer future

“I have been successful because of education and it is very important to give the next generation a chance. Education is the key to closing the gap between poverty and wealth and increasing living standards.”

John Mitchell is a successful farmer and investor with a passion for economics and reducing income inequality. His philanthropic drive was shaped during a challenging youth and the obstacles he overcame in his pursuit of higher education.

As a young undergraduate student in the 1970s, John had to overcome both his father's objections to him pursuing a university degree and a subsequent lack of any financial support. The support that he received from a Whitlam Government scholarship and acts of kindness from the community left John with a powerful motivation to give back both personally and financially.

For John, his undergraduate years at ANU were “a time when I felt safe. For me, ANU was an oasis”. The stress of accumulated hardships endured during his school years and work as a jackaroo, as well as his volatile relationship with his father, left John battling with severe depression and a subsequent diagnosis of bipolar disorder.

While recovering at a psychiatric facility in Canberra, John was inspired by a fellow patient's advice: “you should really give uni a serious go.” John recalls the kindness of the other patients collecting coins so that he could purchase “teach yourself calculus” and “teach yourself algebra” textbooks from the University bookshop.

Studying economics and living at Burgmann College gave John a positive direction in life:

“I was able to discuss with other students and academics the real-life applications of my economics studies.”

Not only have those friendships that he formed proved enduring, but the application of economics theory to his investment strategies have proved prosperous. He has been the owner of Towong Hill Station, a cattle and sheep farm in north-east Victoria, for 30 years and has a diverse and successful investment portfolio. John is passionate about ensuring that the benefits he received from studying at ANU are shared with others:

“I have been successful because of education and it is very important to give the next generation a chance. Education is the key to closing the gap between poverty and wealth and increasing living standards.”

John has provided a \$5million bequest for an Endowed Chair at the ANU Research School of Economics to ensure that there will always be world-leading research carried out into reducing income inequality.

In 2016, John established the John Mitchell Research Fellowship with a \$490,000 gift to the ANU College of Business and Economics (CBE) Research School of Economics. This will partly fund a young researcher working on income distribution and inequality, taking them to tenure track. John says “researching income wealth disparity, its cause and effects together with public policy towards its mitigation, is a passion of mine.” John is also committed to developing farming practices that are better environmentally as well as financially. In 2016, he funded a sustainable farming pilot project with a \$70,000 gift to the Fenner School and the CBE's Research School of Finance, Actuarial Studies & Statistics.

John believes that ANU, with its history of generating world-leading research, is uniquely positioned to help society, especially in the two fields he is most passionate about: removing inequality and improving sustainable farming practices. Since John established the first John Mitchell Scholarships in 2002, he says: “I've been extremely impressed with how ANU has managed the funds.”



EQUITY

ENDOWMENT FOR EXCELLENCE

President's message

On behalf of the Board of Governors, I would like to thank all our donors for their generosity in 2016. ANU is an inspirational community with far-reaching ambitions. And, without your support, many individual study opportunities, world-leading research breakthroughs and international collaborations could not occur.

I would also like to thank my fellow Board members, and the members of the Boards of the University's foundations established under the Endowment, for their commitment in 2016. These esteemed members of the community have worked very hard in their voluntary support to ensure that the ANU plan for philanthropy keeps evolving with integrity and dedication and that the wishes and interests of donors are honoured. The Endowment for Excellence is the University's main vehicle for receiving, sourcing and managing donations and gifts, including bequests, from University graduates, staff and friends.

Establishing The Ball Strategic Endowment was one of many highlights for 2016. This endowment marks the career of Professor Desmond Ball, ANU Special Professor of Strategic Studies, 1987-2013. Professor Ball's work left an indelible mark on Australian defence policy, global strategic thinking and the security architecture of the Asia Pacific region. In the first instance the Endowment will support The Ball Chair – a visiting Professorship that invites leading strategic and defence studies thinkers from around the world to ANU.

Other stories in this report showcase some of the wonderful impact that our donors have on every facet of University life. The ANU could not achieve its impressive results without your generosity. It is always gratifying to read individual stories such as these and understand the often deeply personal reasons behind donations and the enduring benefits that these have on individuals and society.



Dr Vince FitzGerald AO
President, Board of Governors
Endowment for Excellence



2016 BOARD OF GOVERNORS

The Endowment is directed by a distinguished and independent Board of Governors. Their duties, undertaken voluntarily, include providing advice to the Vice-Chancellor and staff of the University on matters of the Endowment and issues related to philanthropy; and the development of policies and procedures to guide the treatment of donors and donations by the University.

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The overall pool of funds and investment strategy for the Endowment is overseen by the University Investment Advisory Committee, in consultation with the Director of Alumni Relations & Philanthropy.

For more information visit
services.anu.edu.au/planning-governance.

EXCELLENCE

FOUNDATIONS OF THE ENDOWMENT

Named foundations within the Endowment for Excellence continued to be very active in pursuit of their missions in 2016.

ANU Visual Arts Foundation

The ANU Visual Arts Foundation provides continuing support for the ANU School of Art, scholarships for visual arts students, Drill Hall Gallery exhibitions and activities, and the ANU Art Collection.

The 2016 Visual Arts Foundation, School of Art Scholarship was awarded to first year student Jacqueline Wang to support her studies in the School of Art Painting Workshop.

The Foundation contributed funds for coordination and development of donor relations for the Schools Emerging Artist Support Scheme EASS.

The Scheme initiated in 1988 with three Patrons, and now includes over 50 Patrons offering acquisition, residency, travel scholarships, subscriptions, exhibition opportunities and awards for graduating students.

VAF Funding for the 2016 School of Art visiting artist program was reallocated to the 2017 program to support visiting artists and events planned for the School's 40th anniversary.

At the ANU Drill Hall Gallery, the Visual Arts Foundation supported a major exhibition by WA artist, Brian Blanchflower. The exhibition Canopy series spanning thirty years of painting included work borrowed from national, state and private collections. Support of the Foundation enabled the inclusion of large canvases with costly transport problems. The

exhibition held from 19 August to 22 September was accompanied by an excellent catalogue also assisted by the Visual Arts Foundation.

Tuckwell Scholarship Foundation

The Tuckwell Scholarship Foundation was created to steward the gift of Graham and Louise Tuckwell in its execution of the Tuckwell Scholarships.

There were several highlights in 2016, including the establishment of a new Tuckwell Scholarship Office with Tim Mansfield appointed as Program Director. Also in 2016, five of the first Tuckwell scholars from 2014 were awarded their undergraduate degrees, but all of them are staying on to complete further study.

A new peer-mentoring program was established whereby older Scholars mentor incoming Scholars. This program proved a great learning experience for all participants, and is set to continue in 2017.

In May 2016, a new dedicated Scholars House was opened, occupying the building that was previously the Peppercorn Café. This newly renovated space provides the Program with a venue for Scholars House events, and has quickly become a popular place for Scholars to study and socialise.

In 2016, the University announced that Bruce Hall would be redeveloped to build two new halls of residence at a cost of over \$100 million. This will provide much-needed campus accommodation, the returns on which will provide funding for the Scholarship Program in perpetuity.

The Edith and Joy London Foundation

Kioloa Coastal Campus

The Edith and Joy London Foundation supports the most valuable ecological gift within the Endowment. The highlight for 2016 has been the construction of a new Master Plan for Kioloa Coastal Campus. This plan will enable the Campus to develop according to the needs of an increasingly diverse clientele in line with the ANU Strategic Plan. It will honour the conditions of Joy London's bequest and The Edith and Joy London Foundation for Kioloa Coastal Campus to consolidate its position as a world-class facility.

Local author Bruce Hamon left a generous bequest to the Edith and Joy London Foundation. The updated version of his book, *They Came to Murramarang* – the rights to which were given to the Foundation – was also launched at the Kioloa Coastal Campus.

Sir Roland Wilson Foundation

The Sir Roland Wilson Foundation plays an important role in policy debate and contributes to the national public policy dialogue. The Foundation will continue to foster the links between the Australian Public Service (APS) and the ANU through its current activities and alumni engagement.

As policy issues become increasingly complex it is vital to have a cadre of senior public servants who have academic credentials as well as extensive policy development experience. These leaders will reinforce the bridge between academia and the public service.

The Sir Roland Wilson Foundation was created to honour the remarkable contribution of Roland Wilson to public policy as the longest serving Secretary of Commonwealth department of The Treasury. The Foundation's purpose is to support excellence in public policy in Australia, its regions and the world by working collaboratively with the APS in offering PhD scholarships to high-potential early-career public servants to conduct research in areas of national priority.

The PhD scholarship program had its first intake of scholars in 2012 and currently has 16 PhD scholars and four graduates who have returned to the APS to resume their careers, well equipped academically and with strong links back into the ANU.

In 2016, highlights included a new talent development program for scholars to build on their leadership qualities, three high-profile public events on important public policy topics, the selection of three new scholarship winners, and the graduation of another two scholars. We have also put in train two exciting new initiatives which will commence in 2017.

Sir Roland Wilson Foundation- Camille Report

In September 2016, Sir Roland Wilson Foundation Scholar Camille Goodman from the Attorney-General's Department co-hosted a workshop on 'Innovating for Change in Global Fisheries Governance' at the KG Jebsen Centre for the Law of the Sea in Tromso, Norway. Camille's PhD research, based in the ANU



FOUNDATIONS OF THE ENDOWMENT

College of Law, concerns the nature and extent of the powers that states can exercise in fishery resources in the exclusive economic zone adjacent to their coastline.

Camille explains: “The workshop was conceived during the course of my SRW overseas travel program... and met PhD students from the UK and Norway who shared my research interests. We began sharing ideas and resources, discussing complex issues arising in our field, reviewing each other’s work, and providing feedback. All at once, we were able to easily discuss our work with other researchers who understood it, and access a broader range of ideas and influences from other parts of the world.”

To broaden this network, Camille and her colleagues organised a workshop on international fisheries law, hosted by the University of Tromso. The workshop focused on the thorny issue of how international law can contribute workable solutions for the complex and continually evolving challenges of international fisheries governance. It attracted participants from the UK, Iceland, Norway, Poland, the Netherlands, Germany, Australia, and Canada, including both early career scholars and eminent academics in the law of the sea.

Camille says: “It was an invaluable opportunity to broaden my international network and build links with other researchers working on law of the sea and international fisheries, so that I can ensure my research has a global perspective.”

Sir Roland Wilson Scholar Camille Goodman (R) with fellow PhD candidate Eva van der Marel, outside the KG Jepsen Centre for the Law of the Sea at the University of Tromso, Norway.



ANU School of Music Foundation Endowment

During 2016, the following competition performance prizes were awarded:

- > Friends Ensemble Prizes, Jazz and Classical
- > Margaret Smiles Accompaniment Prize
- > Whitworth-Roach Classical Music Performance Prize

The Friends and Smiles prizes were combined in a highly successful event featuring School of Music students. The Whitworth-Roach prize, generously supported by Ms Christine Roach, attracted high calibre students from across the campus, with heats held to select four finalists. The competition also featured guest artists The Australian String Quartet, who performed to critical acclaim.

A comprehensive program of concerts, recitals, workshops, public lectures and seminars took place at the School, with visiting artists in both jazz and classical disciplines, culminating in the Gala Concert in October with Visiting Fellow Dave Eggar from the United States of America.

The School of Music was delighted to welcome Ensemble Offspring as the 2016 ensemble in residence. Their residency included four campus visits, providing invaluable educational and professional opportunities for School of Music students. The professionalism and expertise of these exceptional performers was warmly embraced by the students who were inspired, uplifted, guided and mentored by all players.



The guidance and influence of the Ensemble Offspring players was evident in the work of student composers and performers. Composers grew in their confidence as creative writers as the residency visits unfolded, and was reflected in improved grades for final projects in each semester.

Herbert and Valmae Freilich Foundation

The Foundation exists for the study of all kinds of bigotry and the promotion of diversity and inclusion.

The 2016 recipients of the Early Career Researchers Small Grants Scheme were:

- > Dr Jennifer E Cheng from the School of Social Sciences and Psychology, Western Sydney University for her project: Muslim Women’s Participation in Auburn Giants AFL Team.
- > Dr Bonnie McConnell from the School of Music, Australian National University, for her project: Singing Sudan and Senegal: Music, Race, and Representation in Contemporary Australia.
- > Dr Asmi Wood from the ANU College of Law, for his project: Halal and Kosher methods of protein supply, religious freedom and bigotry.

The 2016 Annual Lecture in Bigotry and Tolerance was the panel discussion: How do we define Racism in Modern Australia? The speakers were Dr Tim Soutphommasane, Race Discrimination Commissioner, Australian Human Rights Commission, Dr Maria Hynes, Sociology ANU, Dr Scott Sharpe, Geography UNSW Canberra, and Professor Michael Platow, Psychology ANU.

The 2016 Annual Alice Tay Lecture in law and Human Rights was hosted by University of Canberra. The topic was Unpacking Justice Re-investment and the speakers were Dr Tom Calma, UC Chancellor, co-chair Reconciliation Australia and Dr Jill Guthrie, Senior Fellow, National Centre for Epidemiology and Population Health, and Director of Research and Knowledge Translation, Lowitja Institute for Aboriginal and Torres Strait Islander Health Research.

John Curtin Medical Research Foundation -

ANU is a leader in medical research. Our researchers have the knowledge, talent and passion to create a healthier world and have made medical history with landmark discoveries contributing to the world wide elimination of small pox, the foundations for transplantation science, and neuroscientists’ understanding of how the brain works.

The John Curtin Medical Research Foundation was established in March 2012 to support and advance human health through scientifically researched discoveries, medical education and practice at ANU.

In 2015, following a review of fundraising activity across medicine, science and health within the College of Medicine, Biology and the Environment a number of recommendations were made including the creation of a new structure to support fundraising for Health and Medical Research at ANU. These recommendations also included the disestablishment of the JCMRF in 2016.

The University gratefully acknowledges the very significant achievements of the JCMRF, and the contribution of all past board members. The Foundation has raised substantial funds in its own right, as well as having played a critical role in the University securing other funds to support its health and medical research efforts. The Foundation’s close involvement in the appointment of Professor Ross Hannan as ACT Centenary Chair of Cancer Research is a particularly significant achievement.

ANU remains fully committed to continuing to raise funds for research and education in the health and medical area in an effort to continue lifesaving, landmark discoveries in this critical area.





The Celebration of Giving is an annual event for the ANU community that celebrates and showcases the impact of philanthropy on the world-class research, teaching and study undertaken at ANU.

The 2016 event included lab tours of the impressive research facilities at ANU John Curtin School of Medical Research (JCSMR) and a panel discussion on science and innovation in Africa. The Guest Speaker for the evening was Ron Parker, who spoke movingly about his reasons for donating to the JCSMR.



2016 CELEBRATION OF GIVING

Passion for Cancer Research - Ron Parker speaks at the annual donor event

“We both knew there was something that we could do within our hopelessness, and that was to invest financially in research that might one day unlock the secrets of this insidious disease and others.”

Here is an edited extract of Ron Parker's speech at the 2016 Celebration of Giving:

“We all give for different reasons. My passion is for Cancer Research. Not only did my wife [Janice] die from gastric cancer, but her younger sister has also suffered from cancer.

In early 2014, I was honoured to join the board of the John Curtin Medical Research Foundation. It was only a few months later that Janice was diagnosed with gastric cancer, a diagnosis that devastated our perfect life together.

But in the face of our overwhelming despair and a very grim prognosis, we both knew there was something that we could do within our hopelessness, and that was to invest financially in research that might one day unlock the secrets of this insidious disease and others.

Because investing in research is about putting our money where our hope is. It is about affirming our faith in science and in the men and women who devote their lives to pursuing the breakthroughs that will one day set others free.

For us, donating to ANU is like a variation on 'Shop Local'. This is arguably the best research university in the country and one of the best research universities in the world. It is ours, and the research done here will benefit not only Canberrans, but everyone else as well. We have the skills and the researchers right here, and as locals we especially need to back them and invest in them.”

RESEARCH



FINANCIAL STATEMENTS OF THE ENDOWMENT FOR EXCELLENCE

Income statement

For the year ended 31 December 2016

	31/12/2016 \$'000's	31/12/2015 \$'000's
OPERATING INCOME		
Donations	6,975	8,683
Investment income	12,445	12,323
Other income ¹	1,099	1,250
Total operating income	20,519	22,256
OPERATING EXPENDITURE		
Scholarships and stipends	4,851	3,642
Chairs and academic salaries and oncosts	2,952	2,637
Non-academic salaries and oncosts	620	738
Consumables	528	445
Research conferences and travel	660	720
Research projects	5,173	1,313
Other expenditure	397	478
Total operating expenditure	15,180	9,973
Operating surplus/deficit	5,338	12,283

¹ Other income includes any internal matching of donations from other University funds.

Balance sheet

As at 31 December 2016

	31/12/2016 \$'000's	31/12/2015 \$'000's
EQUITY		
Accumulated Funds	244,358	239,019
Reserves		
Asset Revaluation Reserve	47,077	37,047
Total reserves	47,077	37,047
Total equity	291,435	276,066
ASSETS AND LIABILITIES		
Financial assets		
Cash Balance	39,699	27,374
Receivables	5	200
Investments - Long Term Investment Pool	252,371	246,505
Investments - Interest bearing securities	0	3,161
Investments - Direct share holdings	0	32
Total financial assets	292,075	277,272
Financial liabilities		
Creditors	(102)	(438)
Provisions	(538)	(768)
Total financial liabilities	(640)	(1,206)
Net assets	291,435	276,066

Financial report summary

As at 31 December 2016

	2016 Total Preserved Funds \$'000	2016 Total Assets ¹ \$'000	2015 Total Preserved Funds \$'000	2015 Total Assets \$'000
Named scholarships and prizes	30,106	76,355	30,106	73,444
ANU Excellence and Renewal Program	51,727	146,650	51,727	141,802
Inter-institutional arrangements	2,231	16,401	2,231	15,903
Flexible funds	8,323	28,623	8,323	22,953
Named foundations	14,835	24,041	14,835	22,970
Endowment total	107,222	277,072	107,222	277,072
Add: receivables		5		200
Less: provisions		(640)		(1,206)
Total equity per balance sheet		291,435		276,066

¹ Sum of LTIP, Shares, Term Deposits and Cash on Hand.

Thank you for your support

anu.edu.au/giving/recognition

A full honour roll of donors is available online and includes Major Benefactors to the University, donors who have supported ANU in 2016 and individuals who have realised a gift through their will.

The 2016 list also includes donors who have supported ANU via the ANU Foundation USA and the named Foundations of the Endowment. Due to administrative requirements, donors supporting ANU through the ANU (UK) Foundation in 2015 are acknowledged in the 2016 Donor Honour Roll.

From everyone at ANU, we are so grateful for your generous and continued support.

Image to come



ANU Springbank Circle

The ANU Springbank Circle was formed in 2015 to recognise individuals who have left a gift to ANU in their will. Springbank Circle members are part of a special community that is critical to the future aspirations of ANU. Bequests have an enduring impact on learning and discovery and provide acknowledgment and inspiration to students, researchers and academics. Members enjoy unique experiences such as exclusive events, regular updates on research advancements and invitations to ANU milestone celebrations. The ANU Springbank Circle is vital to the philanthropic vision that supports the future of research, education and discovery at ANU.

Bequests

Including the University in your Will is a way of providing enduring support for the University beyond your lifetime. If you have included the University in your Will, or are thinking about doing so, please let us know. We would like to ensure that your bequest has the impact you intend, and to acknowledge your support during your lifetime.

For further information, please contact

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CRICOS Provider #00120C

The Australian National University Postgraduate and Research Students' Association Incorporated



Constitution

(adopted 2/11/2016)

Part 1 Preliminary

1 Name

- (1) The name of the Association is "The Australian National University Postgraduate and Research Students' Association Incorporated".

2 Definitions

In this Constitution—

- (1) "AGM" means the Annual General Meeting of the Association;
- (2) "ANU College" means a College established by the Council, including:
 - (a) The ANU College of Arts and Social Sciences;
 - (b) The ANU College of Asia and the Pacific;
 - (c) The ANU College of Business and Economics;
 - (d) The ANU College of Engineering and Computer Science;
 - (e) The ANU College of Law;
 - (f) The ANU College of Medicine, Biology and Environment; and
 - (g) The ANU College of Physical and Mathematical Sciences.

- (3) "Association" means The Australian National University Postgraduate and Research Students' Association Incorporated;
- (4) "Council" means the Council of the Australian National University; (e) "postgraduate course" includes, for the purposes of this Constitution, the 'Bachelor of Medicine and Bachelor of Surgery' (MBBS) at the ANU Medical School.
- (5) "Postgraduate Student" means any University student enrolled in a postgraduate course at the University.
- (6) "PRC" means the Postgraduate Representative Council;
- (7) "University" means The Australian National University.

3 Objects

- (1) The objects of the Association are—
 - (a) to promote the welfare and further the interests of Postgraduate Students; and
 - (b) to afford a recognised means of representation for Postgraduate Students both within and outside the University, and a recognised means of communication between Postgraduate Students and the University authorities.

Part 2 Membership

4 Membership

- (1) There are three classes of membership: ordinary membership, associate membership and honorary life membership.
- (2) Any person who—
 - (a) is a Postgraduate Student; and
 - (b) has not stated that she/he does not wish to be a member is an **ordinary member** of the Association.
- (3) Any person who—
 - (a) has been an ordinary member of the Association for twelve (12) months or more;
 - (b) is not currently an ordinary member;
 - (c) has not been awarded the degree for, or failed, that postgraduate course in which she/he was enrolled; and
 - (d) has not stated that she/he does not wish to be a member is an **associate member** of the Association.
- (4) **Honorary life membership** of the Association may be conferred upon any person by a meeting of the PRC.
- (5) Associate members and honorary life members shall not vote at any meeting or election of the Association, shall not constitute a quorum, and shall not be eligible for election to the PRC, but shall otherwise have rights equal to ordinary members.
- (6) An ordinary or associate member ceases to be a member of the Association at such time as she/he ceases to fulfil the conditions in sub-sections 4(2) or 4(3) respectively. An honorary life member ceases to be a member if her/his membership is revoked by a meeting of the PRC.
- (7) There shall be no fee payable for membership of the Association as an ordinary, associate or honorary life member.

Part 3 The PRC

5 Powers of the PRC

- (1) The PRC, subject to the Act, the regulation, this Constitution, and to any resolution passed by the association in general meeting—
 - (a) controls and manages the affairs of the association; and
 - (b) may exercise all functions that may be exercised by the association other than those functions that are required by these rules to be exercised by the association in general meeting; and
 - (c) has power to perform all acts and do all things that appear to the committee to be necessary or desirable for the proper management of the affairs of the association.
- (2) The PRC is the Committee of the Association for the purposes of the Associations Incorporation Act 1991 (A.C.T.)

6 Composition and membership of the PRC

(1) The PRC consists of three types of member—

- (a) the Officers of the Association; and
- (b) College Representatives; and
- (c) General Representatives

each of whom must be elected or appointed under the Election Regulations made under Section 8 of this Constitution, or under Section 13 of this Constitution.

(2) The **Officers of the Association** are—

- (a) the President; and
- (b) the Vice-President; and
- (c) the General Secretary; and
- (d) the Treasurer; and
- (e) the Equity Officer; and
- (f) the Indigenous Australian Officer; and
- (g) the International Student Officer; and
- (h) the Social Officer; and
- (i) the Environmental Officer; and
- (j) the Communications Officer; and
- (k) the Education Officer; and
- (l) the Women's Officer.

(3) For each ANU College, there are two (2) **College Representatives**.

(4) Five (5) **General Representatives** are representative of the general student body at large.

(5) Each member of the PRC takes office:

- (a) in the case of a member elected in an annual general election, on the expiry of six weeks from the declaration of the results of that election; and
- (b) in the case of a member elected to fill a casual vacancy, immediately on the declaration of results of that election; and
- (c) in the case of a member appointed to fill a casual vacancy, immediately on appointment.

(6) A member of the PRC holds office until the expiry of six weeks from the declaration of the results of the next annual general election.

(7) A member of the PRC may stand for re-election to any position on the PRC, subject to the provisions of the Election Regulations.

(8) The Executive of Association consists of the President, Vice-President, General Secretary, Treasurer and such of the Officers appointed from time to time by the President to serve on the Executive.

(9) The Executive is a committee of the PRC and reports to the PRC.

(10) If a vacancy arises in the membership of the Executive, the PRC must follow the procedure in Section 13 of this Constitution.

~~(5) Each member of the PRC holds office, subject to this Constitution, until the declaration of results for annual general election in the election subsequent to the date of the member's election, but may stand for re-election subject to the provisions of the Election Regulations.~~

~~(6) The Executive of Association consists of the President, Vice-President, General Secretary, Treasurer and such of the Officers appointed from time to time by the President to serve on the Executive.~~

~~(7) The Executive is a committee of the PRC and reports to the PRC.~~

~~(8) If a vacancy arises in the membership of the committee, the PRC must follow the procedure in Section 13 of this Constitution.~~

7 Roles, duties, and responsibilities of PRC members and committees

- (1) The PRC may, subject to this Constitution, provide instructions, directions, or guidance to any member of the PRC or any committee of the PRC with respect to any aspect of the roles, duties, or responsibilities of the member or committee.
- (2) The President is the chief executive officer of the Association.
- (3) Subject to this Constitution and subject to specific direction given to the President by the PRC or by a general meeting (including an AGM), the President shall, in consultation with other members of the PRC—
 - (a) carry out the Association's business, including the conduct of all correspondence on behalf of the association;
 - (b) take such actions as are necessary to give effect to the objects of the Association;
 - (c) report on the Association's business to the AGM; and
 - (d) delegate such responsibilities as she/he sees fit to delegate to any other member of the PRC.
- (4) The Treasurer must—
 - (a) collect and receive all amounts owing to the association and make all payments authorised by the association; and
 - (b) keep correct accounts and books showing the financial affairs of the association with full details of all receipts and expenditure connected with the activities of the association;
 - (c) Carry out any other roles and duties assigned by this Constitution or by the PRC.
- (5) No public or official statement may be made on behalf of the Association except—
 - (a) by the President; or
 - (b) by the authority of the President; or
 - (c) by the authority of the PRC.

8 Election of the PRC and Postgraduate student member of the ANU Council

- (1) An annual general election must be held to elect the PRC in accordance with the Election Regulations.
- (2) All members of the PRC shall be directly elected by the ordinary members of the Association.
- (3) An election of a postgraduate student member of the Council must be conducted concurrently with the PRC election. The election shall be conducted in accordance with any relevant Statute or Rule of the University and under the same Election Regulations as specified in subsection (1).
- (4) Elections must be conducted by a Returning Officer appointed in accordance with the Electoral Regulations.

9 Removal of Executives or Members of the PRC

There are two ways in which disciplinary matters and disputes involving a PRC member may be resolved—

- (1) A PRC member may be removed from office by the members of the Association as set out in Section 10 of this Constitution.
- (2) A PRC member -may be disciplined as set out in Sections 11 and 12 of this Constitution.

10 Removal of PRC Member Not Enjoying the Continued Support of the Membership

- (1) The Association in general meeting may by resolution of no confidence carried in accordance with this clause by a 75% majority of those present and voting, remove any member or members of the PRC from office before the end of their term of office.
- (2) A resolution of the Association under subsection (1) is of no effect unless:
 - (a) the motion names the member or members of the PRC subject of the motion.
 - (b) the motion is signed by at least 100 members of the Association (including 5 members of the PRC);

- (c) notice of the general meeting is provided in accordance with the requirements of this Constitution to members of the Association, and to the officers affected by the proposed resolution;
 - (d) the officers affected by the proposed resolution are provided with an adequate opportunity to speak against the motion and to participate in debate concerning it; and
 - (e) no less than 20 ordinary members of the Association are present when the motion is voted on, in accordance with Part 4.
- (3) Subject to subsection (4), a motion of no confidence must state the grounds for lack of confidence in the member or members of the PRC named in the motion.
 - (4) A motion of no confidence and debate on it, must not raise allegations of misconduct or conduct prejudicial to the Association, which should be dealt with in accordance with section 11 of this Constitution.
 - (5) On a successful resolution of no confidence, the affected members of the PRC are deemed to no longer enjoy the continued support of the Association's membership and the affected positions are vacant.
 - (6) If all positions on the executive are vacant as a result of a successful resolution of no confidence, the general meeting must appoint a caretaker committee of three members of the PRC who shall exercise caretaker powers of the executive on behalf of the Association, pending the filling of the vacancies in accordance with this Constitution.
 - (7) Only business contemplated by this clause, may be carried out at a general meeting called to consider a motion of no confidence.
 - (8) Throughout this process, the Association must comply with the rules of natural justice, at least to the extent required by Section 50 of the Associations Incorporation Act 1991.

Explanation: Section 50 of the Associations Incorporation Act 1991, which is available online, provides that the rules of natural justice must be complied with in any process of this kind.

11 Discipline of Members of the PRC

- (1) For the purposes of this clause misconduct means—
 - (a) wilful conduct contrary to a provision of this Constitution, or a regulation or policy of the Association ; or
 - (b) wilful conduct prejudicial to the reputation or interests of the Association.
- (2) If a member of the Association believes that a member of the PRC has engaged in misconduct as defined in this clause, the member may write to the Administrator setting out the alleged basis of the misconduct and providing any evidence supporting the allegations.
- (3) The Administrator must refer the allegations to the Disputes Committee established under section 34.
- (4) The Disputes Committee must, as soon as practicable, serve a written notice on the member—
 - (a) setting out the allegations raised against the member in sufficient detail for the member to be able to respond to the allegations; and
 - (b) stating that the member may address the Disputes Committee at a meeting to be held not earlier than 14 days and not later than 28 days after service of the notice; and
 - (c) stating the date, place and time of that meeting; and
 - (d) informing the member that the member may do either or both of the following:
 - (i) attend and speak at that meeting;
 - (ii) submit to the Disputes Committee at or before the date of that meeting written representations relating to the allegations.
- (5) At a meeting of the Disputes Committee mentioned in subsection (4), the committee must—
 - (a) give to the member mentioned in subsection (4) an opportunity to make oral representations; and
 - (b) give due consideration to any written representations submitted to the PRC by that member at or before the meeting; and
 - (c) decide whether a claim of misconduct is made out against the member.
- (6) The Disputes Committee must comply with subsection 34(4) of this Constitution.

Note: Section 34(4) requires that the Disputes Committee comply with the rules of natural justice.

- (7) If after careful enquiry in accordance with this section, the Disputes Committee concludes that the member has engaged in misconduct the Committee must, in writing, inform the member and the PRC of its decision, setting out the Committee's findings, reasons and decisions and may —
- (a) remove the member from the PRC; or
 - (b) suspend the member from the PRC for a specified period; or
 - (c) withhold a payment amount of not more than \$500 from the PRC member from an amount they are otherwise entitled to receive from the Association as an honorarium; or
 - (d) issue the PRC member with a formal letter reprimanding the PRC member; or
 - (e) any combination of the above.
- (8) If the Disputes Committee does not make a finding of misconduct, it must inform the member in writing that no finding of misconduct has been made and that the enquiry will be closed.
- (9) If the Disputes Committee reasonably believes the allegations it has received credibly disclose possible criminal conduct, the Disputes Committee must refer the allegations to the police, and may also proceed in accordance with this section.
- (10) Other than for the proper performance of its functions, the Disputes Committee shall treat allegations referred to it, as confidential.
- (11) Other than a decision removing or suspending a member, which takes effect immediately, a decision of the Disputes Committee under subsection (7) does not take effect—
- (a) until the end of the period within which the member is entitled to appeal against the resolution if the member does not exercise the right of appeal within that period; or
 - (b) if within that period the member exercises the right of appeal—unless and until the Association holds a meeting in accordance with section 12 (4) to consider the member's appeal.

12 Right of appeal of disciplined PRC member

- (1) A member may appeal to the Association in general meeting against a decision of the Disputes Committee under section 11(7), within 7 days after notice of the resolution is served on the member, by lodging with the Administrator a notice to that effect.
- (2) On receipt of a notice under subsection (1), the Administrator must notify the PRC which must call a general meeting of the Association to be held within 21 days after the date when the Administrator received the notice or as soon as possible after that date.
- (3) Subject to Section 50 of the Associations Incorporation Act 1991, at a general meeting of the Association called under subsection (2)—
- (a) no business other than the question of the appeal may be transacted; and
 - (b) the PRC, a representative of the Disputes Committee and the member must be given the opportunity to make representations in relation to the appeal orally or in writing, or both; and
 - (c) the members present must vote by secret ballot on the question of whether the decision of the Disputes Committee made under section 11(7) should be revoked.
- Explanation: Section 50 of the Associations Incorporation Act 1991, which is available online, provides that the rules of natural justice must be complied with in any process of this kind.*
- (4) Unless the meeting passes a special resolution in favour of revoking a decision of the Disputes Committee made under section 11(7), that decision is confirmed.

13 Vacancies

- (1) For this Constitution, a vacancy in the office of a member of the PRC happens if the PRC member—
- (a) dies; or
 - (b) resigns the office; or
 - (c) ceases to be an ordinary member of the Association; or
 - (d) is removed from the PRC by either of the processes identified in Section 9 of this Constitution; or

- (e) is absent without the consent of the PRC from three consecutive meetings of the PRC.
- (2) If a vacancy arises under Section 13(1) the PRC must as soon as practicable either—
 - (a) fill the vacancy by an election held in accordance with the Election Regulations; or
 - (b) fill the vacancy by decision of the PRC to appoint a named individual to the vacancy.
- (3) Pending the filling of a vacancy under subsection (2), the most senior serving member of the Executive may carry out or delegate the functions of the vacant office, other than any power to vote connected with that office.
- (4) If a member of the PRC is appointed under Section 13(2)(b) to fill a vacancy in another position on the PRC, that appointment creates a vacancy, if the person was previously a General Representative, in the position of General Representative, if the person was previously a College Representative, in the position of College Representative, and if the person previously held a position as an officer in the PRC, that position.
- (5) The postgraduate student member of the Council holds office subject only to the provisions of the Australian National University Act and any relevant Statute or Rule of the University.
- (6) A vacancy in the office of postgraduate student member of the Council, shall be filled in accordance with the Australian National University Act, any relevant Statute or Rule of the University, and as provided for in the Election Regulations specified in subsection 8 (3).

14 Operation of the PRC

- (1) The PRC shall meet no less frequently than six (6) times a year. The first meeting of the PRC shall be held not more than two (2) weeks after the declaration by the Returning Officer of the results of the annual general election electing the PRC. Subsequent meetings shall be convened by the Administrator, at the direction of the President or of the PRC.
- (2) Each member of the PRC shall be given seven (7) days' notice in writing of the time, place and agenda of the next PRC meeting, except that the President or, in her/his absence, a Vice-President may call an emergency PRC meeting with one (1) days' notice. Any resolutions adopted by the PRC at an emergency meeting shall be considered at the next ordinary meeting of the PRC.
- (3) Any representative on the PRC may ask for item(s) to be included on the agenda.
- (4) Meetings of the PRC shall be open to all members of the Association, and all members of the Association shall have the right to speak to any motion or item of business.
- (5) At every meeting of the PRC, quorum shall be constituted by at least two of the President, Vice-President, General Secretary and Treasurer and at least half of the total elected members of the PRC.
- (6) At meetings of the PRC, the chairperson shall be the President, or the Vice President in the absence of the President. If neither the President nor the Vice President is present, the President's nominee shall be the chairperson.
- (7) Any decision of the PRC shall be by a majority vote of PRC members present. In the event of a tie, the chairperson shall have a casting as well as a deliberative vote.

15 Pecuniary interest and membership eligibility

- (1) Where—
 - (a) a member of the PRC has a direct or indirect pecuniary interest in a contract or other arrangement which has been made, or is proposed to be made, with the Association; and
 - (b) that member of the PRC is present at a meeting of the PRC at which that contract or other arrangement is considered;

that representative shall disclose the nature of the pecuniary interest to the meeting, and may participate in the discussion, but may not vote on the matter.
- (2) A disclosure of pecuniary interest made under Section 15(1) shall be recorded in the minutes of the meeting.
- (3) During the period that any member of the PRC holds office, the Administrator is entitled to seek and obtain information from the University concerning the person's enrolment status as a postgraduate or research student.
- (4) If the Administrator is satisfied that a particular person is ineligible to be, or to continue to be, a member of the PRC, the Administrator must so inform the President and the chairperson of any meeting of the Association at which that person attends.

16 Regulations and standing orders

- (1) Subject to this Constitution, the PRC may make such regulations or standing orders as it sees fit to assist the convenient conduct of the Association's business. These regulations or standing orders may include, but are not necessarily limited to— standing orders to govern the conduct of any meeting of the Association or its members;
 - (a) methods by which meetings of the PRC or of the Association are to be advertised; and
 - (b) Election Regulations to govern the conduct of any election held by the Association in accordance with Section 8 of this Constitution.
- (2) Any regulations or orders made by the PRC must be advertised and made available to all members within seven (7) days of being made by the PRC.
- (3) Notwithstanding anything in this Section, any changes to regulations relating to the conduct of Association elections shall not take effect until three (3) months after their adoption by the PRC.

Part 4 General meetings**17 General meetings: calling of, procedure, and quorum**

- (1) A general meeting of the Association shall be called by the Administrator at the direction of the President, or at the direction of the PRC, or upon receipt of a written request signed by at least twenty (20) ordinary members of the Association. There shall be no limit to the number of general meetings held each year provided general meetings are called in accordance with this clause.
- (2) A general meeting shall only be held between ANU Orientation Week (usually mid-February) and the publication of examination results (usually late November).
 - (3) Except where the nature of the business proposed to be dealt with at a general meeting requires a special resolution of the Association, notice of the time, place and provisional agenda of a general meeting shall be given by advertisement to members at least seven (7) days prior to the meeting.
- (4) Advertisement shall be effected by—
 - (a) the placement of a public notice in a newspaper of the Australian Capital Territory; and
 - (b) the placement of a notice in an official newspaper, website, or similar publication that the University might produce; and
 - (c) such other means as the PRC may, from time to time, determine under section 16.
- (5) Matters for inclusion on the agenda of a general meeting, other than those matters requiring a special resolution, may be submitted by any member and must be given to the Administrator at least one (1) day prior to the meeting. In any case there shall be an item on the agenda under which any other business may be raised by those present at the meeting.
- (6) The quorum at a general meeting shall be twenty (20) ordinary members except that where a quorum is not achieved, the meeting may be reconvened with a quorum of eleven (11) ordinary members, under the following conditions—
 - (a) that seven (7) days' notice of the reconvened meeting be given by advertisement;
 - (b) that such a meeting be designated a reconvened general meeting; and
 - (c) that all items and only those items on the original agenda, except for the item 'any other business', shall constitute the agenda of the reconvened general meeting.
- (7) The chairperson at a general or reconvened general meeting shall be the President or, in her/his absence, the Vice-President or, in their absence, a representative on the PRC appointed by the President.
- (8) All business at a general or reconvened general meeting shall be carried out in accordance with any standing orders made by the PRC under section 16.
- (9) Decisions at a general or reconvened general meeting shall be by a majority vote of ordinary members present. In the event of a tie, the chairperson shall have a casting vote as well as a deliberative vote. At the request of any five (5) ordinary members present at the general meeting, a secret ballot shall be held. Voting by proxy shall not be permitted at any general meeting of the Association.

18 Annual general meetings: calling of, procedure, and quorum

- (1) The Annual General Meeting (AGM) of the Association shall be convened by the Administrator within five (5) months of the end of the financial year.
- (2) The President's Annual Report, the Treasurer's Annual Report, Draft Budget and duly audited Annual Financial Statements and such other reports as the PRC determines shall be presented at the AGM and shall be made available for inspection by members at least fourteen (14) days before the AGM.
- (3) The AGM shall be conducted in accordance with the rules for general meetings as outlined in Section 17 of this Constitution, with the additional requirement that a notice of the AGM shall also be sent by email to every member of the Association for whom the Association has a University email address.

Part 5 Administration and finances**19 The Administrator**

- (1) The PRC shall appoint an Administrator.
- (2) The Administrator may be a member of the Association.
- (3) Notwithstanding any other provision of this Constitution, the Administrator shall not vote at any general meeting of the Association (including the AGM) or at any PRC meeting, and may not speak at any such meeting except by invitation of the chairperson or by direction of the meeting.
- (4) The duties of the Administrator shall include—
 - (a) attending all general meetings (including AGMs) and PRC meetings, except where she/he has sought leave from the President, and taking minutes of these meetings, including a list of all members present; and
 - (b) such other duties required by this Constitution and as directed by the PRC or by the President.
- (5) If the position of Administrator becomes vacant, or if the Administrator is unavailable to perform her/his duties—
 - (a) the President shall appoint one of the members of the PRC to act as Administrator pro tem; and
 - (b) The Administrator pro tem shall assume all the duties and responsibilities of the Administrator until a new Administrator is appointed, except that the Administrator pro tem shall not be subject to the restrictions placed upon the Administrator by Section 19(3) of this Constitution.

20 Public Officer

- (1) The PRC shall appoint a person, normally the Administrator, to be the Public Officer of the Association.
- (2) The Public Officer shall, fourteen (14) days after her/his appointment, notify the relevant authority in writing of the appointment and supply her/his full name and address.
- (3) The Public Officer shall also supply any and all documents required by the relevant authority and shall perform any other duties as required by the relevant legislation.
- (4) The office of Public Officer becomes vacant if the person holding that office—
 - (a) dies;
 - (b) becomes bankrupt, applies to take the benefits of a law for the relief of bankrupt or insolvent debtors or compounds with her/his creditors;
 - (c) becomes of unsound mind;
 - (d) resigns her/his office by writing to the President; (e) ceases to be resident in the ACT.
- (5) If the office of Public Officer becomes vacant, the PRC shall within fourteen (14) days after it becomes vacant, appoint another person to fill the vacancy.

21 Auditor and audit

- (1) An auditor shall be appointed by the PRC and shall audit the financial affairs of the Association and certify as to the correctness of the Annual Financial Statement and Balance Sheet.
- (2) The auditor must not be a member of the Association.
- (3) The Treasurer shall ensure that the audit is completed at least fourteen (14) days before the AGM.

22 Finances and funding

- (1) The assets and income of the organisation shall be applied solely in furtherance of its above-mentioned objects and no portion shall be distributed directly or indirectly to the members of the organisation except as bona fide compensation for services rendered or expenses incurred on behalf of the organization
- (2) The Association derives its funds from the Student Associations Finance Committee of the Australian National University, from any external sponsorship which may be obtained, and any investments held.
- (3) No member of the Association shall be personally liable to contribute towards the payment of the debts and liabilities of the Association or the costs, charges and any expenses of the dissolution or winding up of the Association.

23 Budget and Treasurer's Report

- (1) The Treasurer and President shall prepare a budget to be presented to the PRC for approval.
- (2) The Treasurer shall prepare an Annual Report and Annual Financial Statement and Balance Sheet for audit and presentation to the AGM.
- (3) In accordance with the Associations Incorporation Act 1991, the Administrator shall lodge the annual return of the Association within six (6) months of the end of each financial year.

24 Financial year

The financial year of the Association shall commence on the first day of January in each year.

25 Bank accounts, liabilities, and expenditures

- (1) The Association shall maintain such bank accounts in its name as the Treasurer deems necessary.
- (2) Withdrawal of moneys from any account shall be authorised by—
 - (a) the signatures (including electronic approval) of any two (2) members of the Executive of the Association; or
 - (b) the signatures (including electronic approval) of any member of the Executive of the Association and the Administrator.
- (3) No person shall incur liabilities on behalf of the Association without consulting the Treasurer or the President. Should a situation arise where actions taken in good faith have caused expenditure to exceed a budget estimate, then this fact shall be reported to the next meeting of the PRC.
- (4) Between the start of a financial year and approval of that year's budget, the Treasurer shall authorise expenditure to continue the ordinary business of the Association or to meet any outstanding liability incurred by the Association.

26 Association's books

- (1) Subject to the provisions of the Associations Incorporation Act 1991, the Regulations made under that Act, and the provisions of this Constitution, the Administrator shall keep in her/his custody or under her/his control all records, books, and other documents relating to the Association.
- (2) The records, books and other documents of the Association shall be open to inspection in the office of the Association at any reasonable hour.

27 President may be paid honorarium

- (1) Subject to this section, the President may be paid an honorarium of not more than the net sum equivalent to:
 - (a) An ANU PhD Annual basic stipend (after any related taxes); and
 - (b) 30% of the difference between:
 - (i) the Association's funds at the time of the proposed payment of the first instalment plus reasonably expected income for the rest of that year of office; and
 - (ii) reasonably estimated financial liabilities for the rest of that year of office.

- (2) In this section "year of office" means the period from one Annual General Meeting until the next.
- (3) The first instalment of the President's honorarium must not be made earlier than 6 months after the previous election of the PRC. The second instalment must not be made earlier than 11 months after the previous election of the PRC.
- (4) If during the year of office the person elected as President ceases to hold that office and one or more other persons subsequently holds that office, the honorarium for that year of office is to be divided between the holders of the office of President proportionately to the length of time they each held that office, and is to be paid at a time or times determined by the PRC.
- (5) If the office of President is vacant for more than 4 weeks, the honorarium for that year of office is to be reduced by an amount proportionate to the length of time of the vacancy.
- (6) The President may waive the right to receive some or all of the honorarium, and if she or he does so, the President may recommend to the PRC, which may approve, that the relevant amount be paid instead to one or more other officers as nominated by the President.

28 Freedom of information

- (1) Upon receipt of a request in writing, the President shall supply to any member of the Association within fourteen (14) days copies of—
 - (a) this Constitution, as amended;
 - (b) any regulations or standing orders of the Association;
 - (c) the minutes of any general meeting (including an AGM) or the minutes of any PRC meeting;
 - (d) audited financial statements and Treasurer's reports; and
 - (e) the current draft budget or approved budget.
- (2) Upon receipt of a request in writing, the President shall within fourteen (14) days grant to any member of the Association access to documents or electronic records other than those referred to in Section 28(1) of this Constitution produced by the Association, its officers, employees or the PRC, except that the President may restrict access to protect the confidentiality of any document or records.
- (3) Access to any document or record not produced by the Association, its officers, employees or the PRC but which has been submitted to or is held by the Association explicitly or implicitly in confidence, shall only be granted with the permission of the other parties to that document or record. All disputes concerning access shall be resolved by the PRC.

29 Common seal

- (1) The common seal of the Association shall be kept by the Administrator.
- (2) The common seal shall be affixed by authority of the PRC, and any two of the President, Vice- President, and Treasurer shall sign below the seal.

30 Interpretation

- (1) The President shall be empowered to interpret this Constitution except that, at any meeting of the Association or of the PRC, the chairperson shall interpret the Constitution subject to the direction of the meeting.

31 Indemnity

- (1) All members and employees of the Association shall be and are hereby indemnified by the Association against losses or expenses incurred by them in or about the discharge of their respective duties except against any liability that by law would otherwise attach to her/him in respect of any negligence, default, breach of duty, breach of trust or unlawful conduct of which she/he may be guilty in relation to the Association.

32 Dissolution or Winding-up

- (1) A motion to dissolve or wind up the Association may be considered at any general meeting (including an AGM) in accordance with the rules for general meetings in section 17 except that
 - (a) at least 21 days' notice of such a general meeting shall be given to members; and

- (b) such notice shall be accompanied by a notice of intention to propose a motion to dissolve or wind up the Association.
- (2) A motion to dissolve or wind up the Association must be passed by a majority of at least 75% of the votes of those ordinary members of the Association who, being entitled to vote, vote in person at the general meeting.
- (3) In the event of the organisation being dissolved, the amount that remains after such dissolution and the satisfaction of all debts and liabilities shall be transferred to another organisation with similar purposes which is not carried on for the profit or gain of its individual members.

33 Alteration of the Constitution

- (1) This Constitution may be amended by special resolution at any general meeting (including an AGM) in accordance with the rules for general meetings in sections 17 and 18 of this Constitution, except that
 - (a) at least twenty-one (21) days' notice of the special resolution shall be given to members of the Association; and
 - (b) a decision to amend the Constitution shall require the support of seventy-five per centum (75%), to the nearest whole number, of ordinary members present and voting.
- (2) Full notice of proposed amendments to the Constitution shall be given to members at the same time and in the same way as notice of the general meeting at which the amendments are to be proposed.
- (3) The Administrator shall ensure that, once passed at a general meeting, amendments to the Constitution are submitted to the Council for ratification and thence to the relevant local authority.
- (4) No amendment to the Constitution shall have any effect until ratified by the Council and, if necessary, by the relevant local authority.

34 Disputes Committee

- (1) There is to be a Disputes Committee, which must be established and operate under this Section 34.
- (2) No sooner than 3 months and no later than 6 months after the election of the PRC, the PRC must appoint a Disputes Committee.
- (3) The Disputes Committee is established to determine any allegation of misconduct against a member of the PRC.
- (4) In exercising its functions, the Disputes Committee must comply with the principles of natural justice.

Explanation: Section 50 of the Associations Incorporation Act 1991, which is available online, provides that the rules of natural justice must be complied with in any process of this kind.

- (5) The Disputes Committee must consist of not less than 3 and not more than 5 individuals.
- (6) In appointing the members of the Disputes Committee, the PRC must ensure that:
 - (i) one member of the Disputes Committee is not a member of the Association at the time of the appointment;
 - (ii) other than the member appointed under Section 34(6)(i), all other members of the Disputes Committee must be members of the Association at the time of the appointment; and
 - (iii) no member of the Disputes Committee is a member of the PRC at the time of the appointment.

Explanation: the requirements in Section 34(6) are intended to bolster the independence of the Disputes Committee. The appointment under Section 34(6)(i) might be, for example, an appointment of an ANU lecturer, an undergraduate student, a lawyer, or a graduated past president of PARSAs, or anyone else not a member of PARSAs at the time of their appointment.

- (7) For the avoidance of doubt, no serving member of the PRC may serve on the Disputes Committee at any time.
- (8) The Disputes Committee has the power to view any document in the possession of the Association relevant to the performance of the Committee's functions.
- (9) The Disputes Committee must appoint one member of their Committee to act as chair.
- (10) Decisions of the Disputes Committee must be by majority vote.
- (11) In addition to their vote as a member of the Committee, the chair of the Committee has a casting vote in the case of a tied vote on a motion before the Committee.
- (12) A member of the Disputes Committee hold office until:

- (a) (in the case of a member of the Committee who was a member of the Association when appointed to the Committee under Section 34(6)(ii)) the member is no longer a member of the Association;
- (b) (in the case of a member of the Committee who was not a member of the Association when appointed to the Committee under Section 34(6)(i)) the member becomes a member of the Association;
- (c) The member resigns, in writing, to the Administrator of the Association;
- (d) The member is removed by a resolution carried by a two-thirds majority of those present and voting at a general meeting of the Association;
- (e) The member became a member of the PRC; or
- (f) A new Disputes Committee is appointed by the PRC in accordance with subsection 34(2)

35 Discipline of Member of the Association

- (1) Except for those provisions of this Constitution relating to the disciplinary processes for members of the PRC as members of the PRC, this Constitution makes no provision for the disciplining of members of the Association.

36 Transitional Provisions

- (1) This Constitution supersedes and revokes the previous constitution of the Association.



Business Plan 2017-2019

ANU Enterprise Business Plan 2017-2019

Context

Since its establishment as ANUTech in 1979, ANU Enterprise has had significant changes in its business model and personnel. As of 2017, the company consists of two subsidiary companies, Australian Scientific Instruments and the Social Research Centre, and two internal business lines, Projects and Consulting (P&C) and Executive Education (EE). These areas are supported by a corporate services activity providing business line operational and overall company support. During 2016 the two business lines, P&C-EE, began executing on operational plans presented to the Board that sat under the 3 year rolling plan of the company. During 2016 the company articulated a value proposition for academic units within the ANU and an internal value set to drive the quality of services delivered. This approach has resonated well within the ANU and gained significant traction. Whilst the P&C and EE business lines make logical sense being aligned to the research and education missions of the ANU, the presence of two discrete business development activities within the University has led to confusion of approach.

Vision into Action 2017-2019

The 2017-2019 plan is presented as a Vision Into Action format as in previous years.

ANU Enterprise Pty Ltd, as a wholly owned subsidiary of ANU, provides the University with a corporate structure to achieve the goals set out in the *ANU Strategic Plan*. It has the ability to provide flexibility and a different operational environment to the internal University structures to achieve required outcomes. It needs to be recognised that ANU Enterprise is part of the University and externally is seen as one and the same.

Key Objectives for 2017-2019 are:

- Earn the Right: To be a trusted provider of consulting and business engagement opportunities
- Capability and Capacity: Provide capability and capacity to ensure excellence in engagement and delivery
- Develop key relationships with Colleges
- Extend the ANUE value proposition to include broad project management capability
- Rationalize the Executive Education activity into the Projects and Consulting activity to form one business line with a single value proposition for business development and delivery
- Sustainable and Profitable Consulting and Project Business: Provide sustainable consulting and project support to the research and education mission of the ANU
- Integrate with ANU Research and Innovation portfolio
- Complete divestment of ASI from ANUE
- Sustainable and Profitable SRC: To grow revenues in SRC without compromising profitability developing new business opportunities through synergies with the ANU
- Articulate the overall ANUE business model to reflect the total return to the ANU, both financial and non-financial
- Refine the ANUE business model to ensure sustainability through a controlled costs against secured revenues

Mission: To provide ANU with a corporate environment for external engagement that allows the development and management of commercial activities for the benefit to the University and its stakeholders

Vision into Action Objectives

Earn the Right: To be a trusted provider of consulting and business engagement opportunities

ANU Enterprise needs to be seen as a valued provider of services to the ANU constituents and external clients. The view of ANUE continues to improve across the University. Some areas are very happy with the support given and see real benefit, however, other areas are in need of concerted relationship development. A clear understanding of the role and value needs to be continuously articulated and conveyed widely to build trust. This needs to be supported by professional and responsive delivery to all clients, both internal to the ANU and externally.

Actions:

- Continue to articulate a single value proposition for supporting and managing the bidding and execution of individual consulting and education project opportunities
- Continue to articulate a value proposition for supporting and managing the bidding and execution of larger cross institutional and interdisciplinary based consulting opportunities that include research or educational elements that align with the University's expertise
- Articulate a project management capability that is valued by ANU clients in the delivery in secured projects
- Demonstrate capability and value as an identifier of external consulting & engagement opportunities to support the research and education missions of the University
- Identify key external clients such as Managing Contractors, DFAT and APEC with which to develop valued relationships to build business opportunities aligned with ANU objectives
- Communicate success to ANU & key stakeholders
- Integrate with the wider Innovation ANU portfolio with clearly defined roles and responsibilities
- Effectively support engaged areas using the ANU costing and pricing policy to ensure appropriate recoveries and competitive pricing
- Undertake external client and ANU constituent satisfaction survey

Measures of Performance:

- Contribute \$4M HERDC Category 2 & 3 eligible research revenue for ANU
- Number of individual consulting contracts
- Number of consulting projects greater than \$100k
- Number of key internal ANU group relationships
- At least 3 documented case studies of supporting ANU areas per year
- Positive outcomes from external client and ANU constituent satisfaction survey

Capability and Capacity: Provide capability and capacity to ensure excellence in engagement and delivery

As a separate entity of ANU Enterprise, SRC will update the capability and capacity to undertake their operations and deliver on their plans under the review of its Board. From the point of view of ANU Enterprise as the single shareholder, the key capability required is that of the CEO.

Darren Pennay continues as CEO of SRC. Following acquisition of SRC by ANUE, Mr Penney is locked into this until July 2017. Whilst Darren has agreed to roll over his position year to year until a replacement is found, succession planning remains a key item for the SRC's strategic plan which will be worked on by the CEO and Chair of SRC.

The structure of the ANUE businesses lines is under continuous review in order that it is aligned with the needs of its clients within the ANU, is responsive to project funding opportunities and has an appropriate cost base. The current capability as of 2017 has been structured around separate business development capability and a delivery capability aligned to the Projects and Consulting and Executive Education business lines. This is complemented by a single corporate support capability. As new projects are identified and pass through the business development/delivery pipeline, resources are allocated to the project teams to match the need.

In order to provide a coherent ANUE value proposition to the ANU and external customers, it is proposed to restructure the current business lines around a single Projects and Consulting activity. This will provide business development and project management and delivery support to both research and education projects. This will allow a rationalisation of the capability to provide a single focused approach.

The key position of CEO at ANU Enterprise will continue to be filled by the Pro-Vice Chancellor (Innovation). This dual role will ensure that the objectives of the company align with the strategic directions of the ANU and allow company representation at the appropriate level inside the University. A new position of General Manager – Projects and Consulting Business will be created to oversight the single value business approach of the company.

The key positions in ANUE are therefore:

- CEO role filled by Professor Michael Cardew-Hall
- COO supporting the CEO and company operations filled by Frank Papa
- General Manager Projects and Consulting to be appointed.

The company will ensure that effective business management and reporting systems are in place for finance and accounting, business development and project management and delivery.

Actions

- Through the CEO and Board of SRC, monitor subsidiary capability and capacity to ensure that plans are achieved
- Develop succession planning for key leadership roles in ANUE, SRC
- Develop capability structure based around key ANUE business lines with phased implementation to match business needs and resource flexibility
- Maintain effective and efficient corporate support activities that are aligned with business needs of company
- Ensure adherence to strong policies, procedures and project management systems
- Improve quality management practices and systems
- Provide training and professional development programs to enhance capability
- Adopt an internal and external client relationship management approach for business development
- Undertake targeted recruitment in line with business growth
- Implement consistent and effective systems for reporting financial, accounting, sales pipeline and project progress reporting
- Strive to secure quality certification by 2019

Measures of Performance:

- Professional project and quality management systems in use
- Succession planning in place
- Costs managed in line with revenue to achieve satisfactory profitability
- Customer relationship management tool applied

- Training program completions

Sustainable and Profitable Consulting and Project Business: Provide sustainable consulting and project support to ANU

Consulting and related activities are a key engagement strategy for the University both at the individual academic level and also at a larger institutional level. Having a responsive, focused and scalable operation that can identify, bid for and manage short, focused consulting projects that build on the University's expertise is needed. Such an activity allows impact of research and education to be effectively delivered to business, government departments and other agencies both national and international.

To achieve this ANUE must build strong relationships with key engaged areas within the ANU. In addition the company needs to build key relationships with external clients and funders and provide professional and quality services to both client groups

Actions

- Develop rolling 3 year business plan for Consulting and Projects business line of ANUE
- Develop ANU capability map to provide external value proposition
- Through a structured client relationship management approach build individual consulting and larger cross institutional and interdisciplinary based consulting work
- Secure repeat work from current clients
- Target 4 new soft funded research centres of University each year to show value and grow consulting based activity.
- Aim for 15% growth per year in revenue
- Adopt a target 20% gross profit margin
- Control costs to be sustainable with an achieved 20% gross profit margin

Measures of Performance:

- Recognised annual revenue of \$8.1M growing to \$10.6M
- GP 20% average
- Consulting business maintains overall profitability
- Strategic external engagement plans for 4 Colleges/Schools/ Centres completed
- Overall ANUE budget met
- Proportion of multi-year projects
- Value of new contracts secured to be in line with investment in business development resources

Position ASI for growth and divest from ANUE

In line with the desire of the ANU and ANUE as ultimate shareholder in ASI, the intent is to be divested of ASI by end of 2017. A range of options is to be pursued that minimises further calls on ANUE capital and maximises any potential return for the shareholder. Divestment is to be through sale of all or part of the ASI business, significant dilution of ANUE shareholder by a new investor or orderly wind-up of operations. The company will continue building a sales and order pipeline until a definitive divestment plan is in place.

Actions

- Maintain marketing and sales capability to build front log of secured orders
- Continue operational restructure to align capability with change in company strategy and control costs
- Develop divestment strategy of the sale or transfer of assets in whole or part or through significant new investment from a third party
- Maintain oversight of financial performance and risk management

Measures of Performance:

- New contracts secured for all product lines
- Overall revenue and cost budget met
- Divestment plan developed
- Divestment completed

Sustainable and Profitable SRC

The Social Research Centre is a profitable and well-run company with its own management team and Board of Directors. All operations are based in Melbourne in William Street. From a consolidated ANU Enterprise perspective the objective is to maintain SRC as an independent company with its own strategic growth plan. Through its involvement in Australian Centre for Social Research and Methods, the research centre established with CASS, the SRC will explore wider opportunities to build off the ANU expertise that allow it to grow business.

Key to the future success of SRC is the migration from CATI based survey methods to newer approach such as dual frame and on line panels. The company is engaged in a transition strategy to achieve this over the next 3 years.

Actions

- Support SRC in delivery of its 2017-2019 operational plans
- Provide sustainable revenue growth targets in line with business diversification investment strategy
- Maintain and expand Melbourne headquarters
- Oversee succession planning for key leadership roles
- Oversee diversification of survey methods used to match changing demographic and engagement strategies, in particular dual frame and on line panel approaches
- Support and complement projects within Australian Centre for Social Research and Methods, and be involved with management and governance of the Centre
- Facilitate building stronger links to other ANU areas of potential collaboration
- Aim for 15% profit growth per year matching cost base to secured revenue

Measures of Performance:

- Annual revenue of \$21M in 2017, \$20.2M in 2018 and \$20.6M in 2019
- Overall revenue and profit and loss budgets met
- Contribute \$3M HERDC Category 2 & 3 research revenue for ANU
- Staff succession plan in place
- Less than 40% of revenue derived from CATI based contracts by 2017

Financial Targets 2017-2019

Consolidated

Overall on a consolidated basis, the overall financial performance of ANU Enterprise was stable in 2016 and show signs of growth through 2017-2018. This is reflective of the transitional position of the company. On a consolidated basis the company had current net assets of \$23.1MM of which \$9.5M is cash. The consolidated target revenue and profit for ANE for 2017-2019 are;

ANU Enterprise Pty Limited						
Consolidated Income Statement						
2016 Actual. Budget 2017, 2018 and 2019.						
	2014	2015	2016	2017	2018	2019
	Actual Yr	Actual Yr	Actual Yr	Budget Yr	Budget Yr	Budget Yr
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE FROM ORDINARY ACTIVITIES						
Fees and Charges						
Consultancy and Contracts	20,889	27,645	24,389	28,799	29,107	30,861
Other Revenue	6,853	5,047	6,351	9,689	7,716	7,896
Total Revenue from Ordinary Activities	27,742	32,692	30,740	38,488	36,823	38,757
EXPENSES FROM ORDINARY ACTIVITIES						
Employees (incl payroll tax and workers' compensation)	8,902	15,871	15,380	16,287	15,299	15,539
Academic						
Professional	8,902	15,871	15,380	16,287	15,299	15,539
Services	18,309	15,517	13,569	18,319	18,103	19,191
Bad and doubtful debts			363			
Write-down and Impairment of Assets	389	2,174	243	0	0	0
Losses/(Gain) on disposal of assets						
Total Expenses from Ordinary Activities	27,600	33,562	29,555	34,606	33,402	34,730
Net Operating Result before Depreciation, Financing, Investments and Capital Grants	142	(870)	1,185	3,882	3,421	4,027
Depreciation and amortisation	1,358	2,258	927	1,322	1,396	1,431
Net Operating Result before Financing, Investments and Capital Grants	(1,216)	(3,128)	258	2,560	2,025	2,596
Finance Cost	108	384	478	282	238	192
Net Operating Result before Investments and Capital Grants	(1,324)	(3,512)	(220)	2,278	1,787	2,404
Investments Related Revenue/(Expenditure)						
Investment Revenue (Dividend and Interest)	217	169	3,517	3,996	1,412	1,435
Other Income (Realised Investment Gains/(Losses))						
Total Investment Related Revenue/Expenditure	217	169	3,517	3,996	1,412	1,435
Net Operating Result before Capital Grants	(1,107)	(3,343)	3,297	6,274	3,199	3,839
Capital Grants						
Net Result Before Tax	(1,107)	(3,343)	3,297	6,274	3,199	3,839
Income Tax Benefit/(Expense)	(444)	(595)	(833)	(702)	(696)	(771)
Net Result from Continuing Operations	(1,551)	(3,938)	2,464	5,572	2,503	3,068
Result from Discontinued Operations	1,000					
Net Result	(551)	(3,938)	2,464	5,572	2,503	3,068

Notes

- 1 Depreciation and Amortisation - includes an elimination entry of \$476k from SRC acquisition.
- 2 Income Tax Benefit - includes an elimination entry of \$143k of deferred tax expense benefit re SRC acquisition.

Social Research Centre

The performance of SRC remains strong. Future growth is projected as diversification of delivery approach opens up new business opportunities. The target revenues and profit for SRC for 2017-2019 are;

The Social Research Centre Pty Limited						
Income Statement						
2016 Actual, Budget 2017, 2018 and 2019.						
	2014					
	Actual	2015	2016	2017	2018	2019
	(5	Actual Yr	Actual Yr	Budget Yr	Budget Yr	Budget Yr
	mths)					
	\$'000		\$'000	\$'000	\$'000	\$'000
REVENUE FROM ORDINARY ACTIVITIES						
Fees and Charges						
Consultancy and Contracts	10,326	22,886	19,888	20,789	19,895	20,268
Other Revenue	146	83	84	302	308	314
Total Revenue from Ordinary Activities	10,472	22,969	19,972	21,091	20,203	20,582
EXPENSES FROM ORDINARY ACTIVITIES						
Employees (incl payroll tax and workers' compensation)	4,994	12,101	11,686	12,830	11,628	11,636
Academic						
Professional	4,994	12,101	11,686	12,830	11,628	11,636
Services	3,105	7,441	5,266	5,210	5,492	5,613
Bad and doubtful debts						
Write-down and Impairment of Assets						
Losses/(Gain) on disposal of assets						
Total Expenses from Ordinary Activities	8,099	19,542	16,952	18,040	17,120	17,249
Net Operating Result before Depreciation, Financing, Investments and Capital Grants	2,373	3,427	3,020	3,051	3,083	3,333
Depreciation and amortisation	125	342	351	320	370	370
Net Operating Result before Financing, Investments and Capital Grants	2,248	3,085	2,669	2,731	2,713	2,963
Finance Cost						
Net Operating Result before Investments and Capital Grants	2,248	3,085	2,669	2,731	2,713	2,963
Investments Related Revenue/(Expenditure)						
Investment Revenue (Dividend and Interest)	27	69	87	85	85	85
Employee Superannuation Entitlement Expense						
Total Investment Related Revenue/Expenditure	27	69	87	85	85	85
Net Operating Result before Capital Grants	2,275	3,154	2,756	2,816	2,798	3,048
Capital Grants						
Net Result Before Tax	2,275	3,154	2,756	2,816	2,798	3,048
Income Tax Benefit/(Expense)	(729)	(951)	(833)	(845)	(839)	(914)
Net Result from Continuing Operations	1,546	2,203	1,923	1,971	1,959	2,134
Result from Discontinued Operations						
Net Result	1,546	2,203	1,923	1,971	1,959	2,134

Australian Scientific Instruments

The divestment of Australian Scientific Instruments will be completed in 2017. Whilst ASI will not contribute to the profit and loss for ANUE beyond 2017, the target revenues and profit for 2017-2019 are included based on realistic conservative projections:

Australian Scientific Instruments Pty Limited Income Statement 2016 Actual, Budget 2017, 2018 and 2019.						
	2014 Actual Yr \$'000	2015 Actual Yr	2016 Actual Yr \$'000	2017 Budget Yr \$'000	2018 Budget Yr \$'000	2019 Budget Yr \$'000
REVENUE FROM ORDINARY ACTIVITIES						
Fees and Charges						
Consultancy and Contracts	0					
Other Revenue	5,420	3,003	4,326	7,804	5,933	6,076
Total Revenue from Ordinary Activities	5,420	3,003	4,326	7,804	5,933	6,076
EXPENSES FROM ORDINARY ACTIVITIES						
Employees (incl payroll tax and workers' compensation)	1,471	2,011	1,370	1,799	1,768	1,875
Academic						
Professional	1,471	2,011	1,370	1,799	1,768	1,875
Services	4,630	3,482	3,864	5,815	4,522	4,583
Bad and doubtful debts						
Write-down and Impairment of Assets	389	2,174	243	0	0	0
Losses/(Gain) on disposal of assets						
Total Expenses from Ordinary Activities	6,490	7,667	5,477	7,614	6,290	6,458
Net Operating Result before Depreciation, Financing, Investments and Capital Grants	(1,070)	(4,664)	(1,151)	190	(357)	(382)
Depreciation and amortisation	72	329	89	96	120	140
Net Operating Result before Financing, Investments and Capital Grants	(1,142)	(4,993)	(1,240)	94	(477)	(522)
Finance Cost						
Net Operating Result before Investments and Capital Grants	(1,142)	(4,993)	(1,240)	94	(477)	(522)
Investments Related Revenue/(Expenditure)						
Investment Revenue (Dividend and Interest)	98	18	0	0	0	0
Employee Superannuation Entitlement Expense	98	18	0	0	0	0
Total Investment Related Revenue/Expenditure	98	18	0	0	0	0
Net Operating Result before Capital Grants	(1,044)	(4,975)	(1,240)	94	(477)	(522)
Capital Grants						
Net Result Before Tax	(1,044)	(4,975)	(1,240)	94	(477)	(522)
Income Tax Benefit/(Expense)	(74)	0	0	0	0	0
Net Result from Continuing Operations	(970)	(4,975)	(1,240)	94	(477)	(522)
Result from Discontinued Operations	0	0				
Net Result	(970)	(4,975)	(1,240)	94	(477)	(522)

ANU Enterprise Business Lines

From a financial management and targets perspective the Projects and Consulting is treated as a single reporting unit under ANUE.

ANU Enterprise Pty Limited						
Income Statement						
2016 Actual. Budget 2017, 2018 and 2019.						
	2014	2015	2016	2017	2018	2019
	Actual Yr	Actual Yr	Actual Yr	Budget Yr	Budget Yr	Budget Yr
	\$'000		\$'000	\$'000	\$'000	\$'000
REVENUE FROM ORDINARY ACTIVITIES						
Fees and Charges						
Consultancy and Contracts	10,563	4,759	4,501	8,010	9,212	10,593
Other Revenue	1,287	3,765	1,941	1,583	1,475	1,506
Total Revenue from Ordinary Activities	11,850	8,524	6,442	9,593	10,687	12,099
EXPENSES FROM ORDINARY ACTIVITIES						
Employees (incl payroll tax and workers' compensation)	2,437	1,759	2,324	1,658	1,903	2,028
Academic						
Professional	2,437	1,759	2,324	1,658	1,903	2,028
Services	10,619	5,883	4,439	7,294	8,089	8,995
Bad and doubtful debts			363			
Write-down and Impairment of Assets	0	0	0	0	0	0
Losses/(Gain) on disposal of assets						
Total Expenses from Ordinary Activities	13,056	7,642	7,126	8,952	9,992	11,023
Net Operating Result before Depreciation, Financing, Investments and Capital Grants	(1,206)	882	(684)	641	695	1,076
Depreciation and amortisation	412	402	487	430	430	445
Net Operating Result before Financing, Investments and Capital Grants	(1,618)	480	(1,171)	211	265	631
Finance Cost	108	384	478	282	238	192
Net Operating Result before Investments and Capital Grants	(1,726)	96	(1,649)	(71)	27	439
Investments Related Revenue/(Expenditure)						
Investment Revenue (Dividend and Interest)	92	152	3,430	3,911	1,327	1,350
Other Income (Realised Investment Gains/(Losses))			519			
Total Investment Related Revenue/Expenditure	92	152	3,949	3,911	1,327	1,350
Net Operating Result before Capital Grants	(1,634)	248	2,300	3,840	1,354	1,789
Net Result Before Tax	(1,634)	248	2,300	3,840	1,354	1,789
Income Tax Benefit/(Expense)	0	0	0	0	0	0
Net Result from Continuing Operations	(1,634)	248	2,300	3,840	1,354	1,789
Result from Discontinued Operations	1,000	0	0	0	0	0
Net Result	(634)	248	2,300	3,840	1,354	1,789

Vision Into Action 2017-2019 - ANU Enterprise

<p>Mission</p> <p><i>To provide ANU with a corporate environment for external engagement that allows the development and management of commercial activities for the benefit to the University and its stakeholders</i></p>	<p>Objectives</p> <p>Earn the Right To be a trusted provider of consulting and business engagement opportunities</p>	<p>Capability and Capacity Supply & apply capability & capacity to ensure excellence in engagement and delivery</p>	<p>Sustainable & Profitable Projects & Consulting Provide sustainable projects and consulting support to ANU</p>	<p>Position ASI divestment from ANUE</p>	<p>Sustainable and Profitable SRC Integrated and growing business leveraging association with ANU</p>	
<p>Actions</p>	<ul style="list-style-type: none"> • Articulate a single value proposition for securing consulting and education opportunities • Articulate project management capability and value proposition • Identify key external clients with which to develop valued relationships • Communicate success to ANU & key stakeholders • Integrate with the wider Innovation ANU portfolio • Effectively support the ANU costing and pricing • Undertake external client and ANU constituent satisfaction survey 	<ul style="list-style-type: none"> • Through the CEO's and Boards monitor capability and capacity • Develop succession planning for ANUE and SRC • Develop capability structure around business lines with phased implementation • Maintain an effective and efficient corporate support • Ensure adherence to strong policies, procedures and systems • Provide training and professional development • Adopt an internal and external client relationship management approach • Undertake targeted recruitment in line with business growth • Implement consistent and effective reporting systems 	<ul style="list-style-type: none"> • Develop rolling 3 year business plan for Projects and Consulting business • Develop ANU capability map • Adopt a structured client relationship management • Secure repeat work from current clients • Target 4 new soft funded research centres of University each year. • Aim for 15% growth per year matching cost base to revenue • Adopt a target 20% gross margin • Control costs to be sustainable with an achieved 20% gross margin 	<ul style="list-style-type: none"> • Maintain marketing and sales capability to build front log • Continue operational restructure to align capability with change in company strategy • Develop divestment strategy based on sale or transfer of assets in whole or part or securing significant dilutive investment • Maintain oversight of financial performance and risk management 	<ul style="list-style-type: none"> • Support SRC in delivery of its 2017-2019 operational plans • Provide sustainable business growth in line with business diversification strategy • Maintain and expand Melbourne headquarters • Oversee succession planning for key leadership roles • Oversee diversification of survey methods • Support projects within Australian Centre for Social Research and Methods, • Facilitate building stronger links to other ANU areas of potential collaboration • Aim for 15% profit growth per year matching cost base to revenue 	
<p>KPIs</p>	<ul style="list-style-type: none"> • Contribute \$4M HERDC Category 2 & 3 revenue • Number of individual consulting contracts • Number of consulting projects greater than \$100k • Number of key internal ANU group relationships • At least 3 documented case studies per year • Positive outcomes from external client and ANU constituent satisfaction survey 	<ul style="list-style-type: none"> • Annual revenue of \$8.1M • Gp 20% • Consulting business maintains overall profitability • Strategic external engagement plans for 4 Colleges/Schools/Centres completed • Overall budget met • Proportion of multi-year projects 	<ul style="list-style-type: none"> • New contracts secured for all product lines • Overall revenue and cost budget met • Divestment plan developed • Divestment complete 	<ul style="list-style-type: none"> • Annual revenue of \$21M in 2017 • Overall revenue and profit and loss budgets met • Contribute \$3M HERDC Category 2 & 3 revenue • Staff succession plan in place • Less than 40% of revenue derived from CATI based contracts by 2017 		
<p>Values</p>	<p>Excellence</p>	<p>Relationships</p>	<p>Commercial</p>	<p>Quality</p>	<p>Integrity</p>	<p>Our People</p>



**Australian
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ACADEMIC BOARD

Meeting No. 2/2017 of the Academic Board was held on Tuesday, 2 May 2017 at 9.30 am in the Mills Rm Room, Chancelry.

Present: Professor Lo (Chair), Professor Close, Professor Schmidt, Professor Hughes-Warrington, Professor Harding, Professor Baker, Professor Leitch, Ms Angel, Ms Mathey, Professor Clarke, Professor Bottomley, Professor Cowan, Associate Professor Kramer (for Professor Mitchell), Professor Whelehan, Ms Missingham, Associate Professor Whitford (for Dr Whiting), Dr Gustavson, Professor Clements, Dr Jolly (for Dr Schmidt), Dr Craig, Professor Goh, Associate Professor Sault, Professor Pitchford, Dr Saunders, Associate Professor Gani, Dr Banwell, Dr van Kerkhoff, Dr Robins, Professor Bicknell, Ms Nott, Ms Snowball, Ms Shaw, Mr Connolly, Professor Dodson, Ms Martin, Associate Professor Wood.

Apologies: Professor Cardew-Hall, Professor Huntington, Professor Wesley, Professor Kirk, Professor Mitchell, Professor Newitt, Associate Professor Abhayapala, Dr Kennedy, Dr Schmidt, Professor Blaxland, Dr Lahiri-Dutt, Dr Lu, Dr Hijazi, Associate Professor Tricoli, Dr Rajendran, Dr Whiting.

Observers: Mr Evans, Dr Wilde, Ms Shrewsbury, Ms Higgins, Ms Wilson, Ms Gouldthorp, Ms Choenden-Dhongdue.

In Attendance: Ms McDonald

Unconfirmed Minutes

Part 1 – Procedural Items

Item 1 Apologies and Announcements

Item 1.1 Apologies

The apologies recorded above were noted.

Item 1.2 Announcements

The Chair, on behalf of the Academic Board made the following announcements:

1. Welcome to Professor Ian Clarke, new Dean of the College of Business and Economics.
2. Thank you to Ms Joan Angel for her service to the Board as Acting Registrar, Division of Student Administration.
3. Welcome to the observers in attendance.

Item 2 Conduct of Academic Board Members

Resolution

The Academic Board resolved to note the information on conduct of members under the Public Governance, Performance & Accountability Act 2013

Item 3 Starred Items

The starred items were: 1-10, 12-15, 32-33.

Resolution

The Academic Board resolved to approve unstarred items.

Item 4 Minutes**Recommendation**

The Academic Board accepted the minutes (525/2017) of meeting 1/2017 of the Academic Board held on 7 March 2017 as a true and accurate record.

Item 5 Matters Arising from the Minutes & Action Items**Resolution**

The Academic Board noted the current action items list (492a/2016) and updates on action items.

Item 6 Confidential Items

The Academic Board noted that there were two confidential items on the agenda:

1. Appendix C of item 11 and;
2. Item 27.

Part 2 – Information Flow**Item 7 Report from the Vice-Chancellor**

The Vice-Chancellor noted the following matters in addition to his tabled report:

- The release of the Human Rights Commission's survey of sexual harassment and sexual assault in Australian universities has been postponed until 1 August so as not to coincide with stressful examination periods. He reiterated the University's commitment to confronting the issue and seeking solutions in a positive manner.
- The Centre for China in the World will be reviewed to ensure that it has an impactful and sustainable future. The Director's position is currently being advertised internationally.
- The impact on universities of the recent announcement by the Government on 457 visas seems to have been an unintended consequence of the change in policy. As the changes also effect CEO's of major Australian businesses, the Vice-Chancellor is confident that resulting pressure will ensure the situation will be addressed satisfactorily.
- The budget announcements in relation to education are still be analysed. There are positive moves around equity, giving more pathways into universities through sub-bachelor places, but the headline is the fee increases combined with the imposition of an efficiency dividend. Whilst this will have an effect on the University's budget, the bigger issue is that private contributions to university education in Australia is already one of the highest in the OECD.

The Board discussed the Report from the Vice-Chancellor, noting:

- In response to a query on a timeline for a formal response to the budget announcement, the Vice-Chancellor indicated that the sector must stand as one on this issue and that a combined response will probably be released in the next few days.
- In relation to the 457 visa changes and current recruitment processes, the Vice-Chancellor acknowledged the difficulties and indicated that the situation should be clarified by mid-year.

Resolution

The Academic Board noted the report.

Item 8 Report from the Deputy Vice-Chancellor (Academic)

The Deputy Vice-Chancellor (Academic) noted the following matters in addition to her tabled report:

- The electronic provision of academic transcripts and transcripts is now being adopted by almost all Australian universities, making it the biggest digital project in the world – however, there is still demand for paper transcripts at graduation ceremonies.
- The ANU is in a good position in relation to performance metrics around transparencies. In relation to the recent budget announcements, the ANU already complies, as does the rest of the Go8, which should ensure that we will be eligible for performance funding in the first year.
- The working party has released definitions on ‘ATAR’ and ‘ATAR cutoffs’ and this is out for consultation with the sector at the moment. There should be sector-wide consistency in nomenclature by mid-year.

Resolution

The Academic Board noted the Report.

Item 9 Report from the Deputy Vice-Chancellor (Research)

The Deputy Vice-Chancellor (Research) noted the following matters in addition to her tabled report:

- Professor Sue Thomas has been appointed as the new CEO of the Australian Research Council.
- The consultation period for the ANU Joint Colleges of Science Consultation Paper has closed, however late submissions will be accepted this week from Board members, should they wish to draw attention to any issues or concerns from a Board perspective. The Deputy Vice-Chancellor (Research) emphasised the high level focus of this initial consultation paper, with the detail to be explored in the next stage of the proposal.

The Chair undertook to make the consultation paper available to Academic Board members on the Alliance site.

Resolution

The Academic Board noted the Report.

Item 10 Report from the Chair

The Chair thanked all those who voted out-of-session on the Academic Plan, indicating that it was approved 28 votes to 3. She noted that the previous Education Plan will be closed off at Academic Board 3/2017, and a report on the new Academic Plan will come to Academic Board 5/2017.

Resolution

The Academic Board noted the Report from the Chair.

Item 11 Approvals by Executive Action

Resolution

The Academic Board noted the report on approvals by Executive Action by the Chair and endorsed the decisions taken.

Item 12 General Question time

The Board noted the updates from the University Executive including:

Creation of a public policy incubator (report by the Vice-Chancellor)

- The Public Policy and Societal Impact Hub is a mechanism for ANU to improve how it engages with the nation on public policy. Its purpose is to focus and coordinate public policy activity across campus, and provide a resource to empower researchers in the public policy space. It will coordinate public policy

work across, coordinating public policy work across the campus. It will be overseen by a Board with cross-College representation, and led by a Director (currently being advertised) supported by a staff of around five or six. The Hub will have around 100 public policy fellows from outside the ANU, and be open to any interested ANU researchers to become associates. The Hub will oversee the Public Policy Incubator.

- The Public Policy Incubator is designed as a funding resource to take ideas with significant potential in the public policy space and develop them to a point that government and other stakeholders may adopt. Projects will need to have a business plan.

QILT student experience survey results (report by the Deputy Vice-Chancellor(Academic))

- QILT is based on the student experience survey, originally introduced in 1992, but now covers both first year as well as exiting students.
- Our performance is flat, partly due to international student experience in specific areas of two Colleges – and probably caused by increasing international student numbers.
- We also do not perform well on the learner engagement scale, part of which measures whether students want to collaborate with other people. We have probably the worst group of students in Australia in terms of willingness to collaborate.
- We need to be doing a better job, focussing on where we do not perform well, dealing with performance management issues and supporting people with education scholarships.
- QILT is freely available online now, which means that students can easily compare with other institutions. We need to be open to learning from how other institutions respond, and acknowledge that our students are very intelligent and aware of what they are entitled to expect.

Developing world-class student admissions processes and support structures (report by the Vice-Chancellor)

- Our goal is to have ANU remain a similar size which, ultimately, will put pressure on demand for places. We need to come up with a transparent and fair way to admit students, which reflects our social and national goals.
- We are currently undertaking a procurement process for a technical solution to provide a portal for the admissions process.

The Board discussed the issues raised during General Question Time, noting:

- By its nature, the Crawford School will have a considerable involvement in the Public Policy and Societal Impact Hub, but its scope is cross-disciplinary, and the emphasis for public policy will be on ANU branding first. The Hub's physical location may be tied to the 'peninsular' as a recognised point of contact on public policy.
- Involvement in the Hub will be flexible - academics will be able engage on a short term or longer term basis. The Hub will be able to provide resources to help with the development of responses to public policy questions.
- We can learn a lot from other universities in relation to measures to improve QILT results. Wollongong, in particular, does very well by thinking in system terms and being assiduous in considering student feedback.
- There should be a focus on dispelling myths around quality teaching and promotion. The majority of staff have comparatively light teaching loads – we should be teaching well, and the university will put more support in place in that regard.

- Quality teaching spaces is a big issue for students, particularly for larger courses. The Deputy Vice-Chancellor (Academic) noted that the interim timetable for classes over 200 has been released, and there will be more discussions and communication on these issues. There is a need to innovate more on 200+ teaching spaces, and the designs for the new Union Court precinct include a flat floor open space, as well as retractable tiers in the new culture and events space.
- There should be more and better provision of advice for students, particularly for international students who often seek advice too late. Some Colleges provide advisers to their students – the question is how to facilitate engagement, and ensure advisers are trained and kept up to date.
- The introduction of online enrolment has resulted in delays in enrolment finalisation, as students wait to see the result of their first assignment and/or assess the quality of their teachers. This makes workforce planning very difficult.

Resolution

The Board noted the matters raised.

Part 3 – Strategy and Planning

Item 13 Hot Topic: Strengthening Student Engagement

The Chair introduced Professor Sally Varnham, who joined the meeting by video conference to outline her work as part of a National Senior Teaching Fellowship which is developing a set of principles and framework for student engagement in the tertiary education sector.

Professor Varnham's presentation was provided to Board members in the agenda papers and, in addition, she noted:

- The Fellowship used ANU as one of their case studies, and Professor Varnham acknowledged that the ANU has a long tradition of student engagement.
- Institutional commitment to student engagement is key, along with the challenge of listening to every student voice (undergraduate, international, Indigenous, postgraduate etc).
- The most important thing is for students to feel like they can make a difference, and this involves ensuring student engagement at the beginning of a discussion rather than at the end, as well as ongoing dialogue.
- Universities need to get behind their student leadership, providing training and mentoring for representatives. One suggestion is to appoint permanent Executive Officers in each student body to ensure knowledge transfer.
- Students should be thought of as expert learners. Student partnerships is an ethos not an activity.

The Board received and discussed the presentation, noting:

- Several thousand students undertake studies without setting foot on the campus, via online mechanisms. We need to think outside box. Professor Varnham noted that a lot of work is being done at rural universities to engage innovatively with off-campus students and that this challenge is not insurmountable.
- It is particularly important to engage with our international student cohort and get their feedback. The Pro Vice-Chancellor (University Experience) noted that the ANUSA International Student Division undertakes very impressive work, and that the departmental structure within both student bodies allow for the identification of representatives.

- International students should perhaps have a separate voice on bodies such as Academic Board.
- ANU does well in comparison to other universities in the sector in many respects (i.e. regular meetings with management), however there is an opportunity to do more. Discussion considered student involvement in selection committees, however the Chair reminded members that the remit of the Board is on academic matters only.

Resolution agreed

The Academic Board noted the presentation and approved the following recommendations:

1. That the Academic Board will support developing stronger student engagement in university decision-making and governance at the ANU.
2. That the Academic Board establish a Student Engagement Working Party to:
 - a) Develop a set of principles embodying student partnership at the ANU and;
 - b) Provide a report recommending appropriate actions to Academic Board 4/2017.

Item S.1 Hot Topic: Strengthening Student Engagement: report from ANUSA and PARSA

The Presidents of the ANU Students' Association and the Postgraduate and Research Students Association gave a presentation in support of the Hot Topic: Strengthening Student Engagement. They noted:

- Students are an integral part of a university's success and ANU has an opportunity to lead the sector in relation to student engagement.
- Students should be engaged at point of identification of an issue rather than when decisions have already been made.
- A Student Partnership Agreement would set out clear examples of what type of engagement we should aspire to. It would include:
 - Part A: a non-exhaustive list of ways to engage with the University and provide feedback (SELT, Student Associations, Course representatives etc), accompanied by actions. This Agreement would be communicated widely with students on arrival; and
 - Part B: listing a series of areas that ANU commits to working with the student associations.
- It is proposed that the Student Partnership Agreement be reviewed annually or biannually to remain relevant.
- At the most senior level, there should be consideration of increased student representation bodies like Academic Board, particularly to represent specific groups such as international students.
- There is an opportunity for management and student voices to unite and advocate more strongly together on issues such as 457 visas etc.

In response to the presentation, the Pro Vice-Chancellor (University Experience) noted:

- The ANU put in place a number of innovative mechanisms as far back as the 1960's to increase student engagement at the ANU, and this has contributed to a positive culture in this regard at the University today.
- Many initiatives currently are student-initiated and driven (e.g. ANU Green, the mental health symposium being held this week, and the campaigns run by the ANU Women's Collective around issues such as domestic violence).
- Engagement must include students at beginning to identify issues.

- The ANU needs to think outside the box on what engagement should look like.

Resolution

The Academic Board noted the report and presentation from The ANU Students' Association and Postgraduate and Research Students' Association.

Item S.2 Hot Topic: Strengthening Student Engagement: Background material

Resolution

The Academic Board noted the background material.

Item 14 University Experience Plan

The Pro Vice-Chancellor (University Experience) reported on the University Experience Plan, and work to develop the Reconciliation Action Plan, Indigenous Staff Network and Indigenous Alumni Network. The May meeting of the University Access and Equity Committee (UAEC) will be devoted to this, and Pro Vice-Chancellor (University Experience) encouraged Academic Board members to contact their College UAEC member if they wish to provide input on these matters.

The Board discussed the University Experience Plan, noting:

- Whilst academic staff and students are more clearly targeted in relation to equity strategies, professional staff are not. The Pro Vice-Chancellor (University Experience) responded that there are mechanisms through SAGE that encompass professional staff, noting the broad representation on the SAGE Self-Assessment Team. He acknowledged that professional staff have quite different needs and perspectives, and these need to be considered.
- The importance for the ANU, as a national institution, to strive for higher numbers in relation to Indigenous undergraduate and postgraduate students, as well as academic and professional staff, was emphasised.
- In line with current work to 'reimagine' the ANU PhD, the experience of postgraduate students should not be lost in the discussion on initiatives to provide a safe and respectful campus.

The Pro Vice-Chancellor (University Experience) agreed to circulate a detailed version of the University Experience Plan, which includes targets, and a copy will be provided to Board members via Alliance.

Resolution

The Academic Board endorsed the draft University Experience Plan.

Item 15 Global Engagement Plan

The Pro Vice-Chancellor (Education & Global Engagement) reported on the Global Engagement Plan, noting the breadth of the activities covered, including alumni, culture and events, as well as initiatives relating specifically to Asia and the Pacific. In relation to the latter, preliminary discussions have sought to formulate definitions and to consider a strategic focus for the University to progress in that space.

The Board discussed the Global Engagement Plan, noting:

- The impact on the College of Asia & the Pacific mobility plans need to be considered.

The Chair noted that Academic Board is receiving plans in stages, and that it would be useful to be able to view all the plans together to better consider how they

interact. The Vice-Chancellor responded that the next meeting of the Senior Managers' Group will further discuss the plans, and final drafts will be considered by Council in May. There should be an opportunity for Academic Board to look at finalised versions at its next meeting in June, before they are signed off by Council in July.

Resolution

The Academic Board endorsed the draft Global Engagement Plan.

Item 16 2016 Annual Report from the Dean of Students

Resolution

The Academic Board:

1. Noted the Annual Report from the Dean of Students.
2. Endorsed that College Associate Deans (Education) prioritize the development of English language support options (College wide or within local areas) with the Academic Skills and Learning Centre for international undergraduate, postgraduate and higher degree research students to facilitate academic writing skill development and achieve improved retention rates and quality student outcomes.
3. Endorsed that College Associate Deans (Education) and student advisors review their capacity to provide academic advice, particularly in the period up to the Monday of week 2 of semester to ensure timely advice to students while they can still change their enrolment for the current semester.
4. Endorsed that the Dean (HDR) liaise with College Associate Deans (HDR) to investigate the feasibility of mentoring schemes for HDR students.

Item 17 UEC Scoping Item 2017: digital disruption: what does ANU education need to do to support government in navigating social, cultural and economic changes?

Resolution

The Academic Board noted the discussion points around supporting government in navigating social, cultural, and economic changes and how this relates to ANU educational activities.

Part 4 – Academic Standards and Quality

Item 18 Academic Plan A8: student experience of learning & support (SELS)

Resolution

The Academic Board noted the recommendations endorsed by the University Education Committee:

1. That Associate Deans (Education) prepare, in conjunction with the College Dean, a brief report on the actions being taken to improve teaching at school level in their College and additional assistance the University could provide to achieve this. Report are due to ewan.evans@anu.edu.au by 27 April.
2. That College Deans and ADEs note that the DVCA will discuss the reports and individual matters following receipt of the reports.

Item 19 Annual report: appeals, discipline and academic misconduct

Resolution

The Academic Board noted the 2016 report on appeals, discipline inquiries and academic misconduct and approved the following actions to be undertaken and reported against in the 2017 annual report:

1. That DSA provide process maps (including timelines) on current appeals webpages;
2. That DSA review and develop templated appeal outcome communications for staff use, in consultation with the Legal Office;

3. That the 2017 annual report on appeals, discipline and academic misconduct be presented by UEC2/2018.

Item 20 Report on the first semester 2016 Academic Progress Committee

Resolution

The Academic Board noted:

1. The report of the outcome of the first semester 2016 Academic Progress Committee and the decreased number of undergraduate students identified as on probation or requested to show cause; and
2. The following improvements to the management of the Academic Progress Committee to be reported back to ESQC5/2017:
 - a) Improved communications to students;
 - b) Academic Progress process review;
 - c) Better reporting; and
 - d) Committee function improvements.

Part 5 – Policy

Item 21 Student Assessment (Coursework) Policy

Resolution

The Academic Board endorsed for transmission to the Vice-Chancellor the proposed revisions to the Student Assessment (Coursework) policy.

Item 22 Prizes Policy and Procedure

Resolution

The Academic Board endorsed for transmission to the Vice-Chancellor the proposed Prizes policy (**Appendix A**) and procedure (**Appendix B**).

Item 23 Glossary: Student Policies and Procedures

Resolution

The Academic Board endorsed for transmission to the Vice-Chancellor the proposed revision to the definition of the Weighted Average Mark (WAM) in the *Glossary: Student Policies and Procedures*.

Part 6 – Reports from Committees and Units

Item 24 Report from University Education Committee

Resolution

The Academic Board noted the report.

Item 25 Report from University Research Committee

Resolution

The Academic Board noted the report.

Item 26 Report on the number of cancellations for non-payment of fees

Resolution

The Academic Board noted the number of cancellations and financial impact for non-payment of fees for the period 2012 – 2016.

Item 27 ANU College of Asia and the Pacific student enrolment and program order variation incident report

Resolution

The Academic Board noted the incident report provided by the ANU College of Asia and the Pacific (CAP).

Item 28 ANU College of Asia and the Pacific course scheduling incident report (ASIA3026)**Resolution**

The Academic Board noted the report provided by the ANU College of Asia and the Pacific (CAP) relating to a course scheduling incident that occurred in Summer/Semester 1 2016.

Item 29 ANU College of Asia and the Pacific incorrect grade incident report (ASIA2314)**Resolution**

The Academic Board noted the report provided by the ANU College of Asia and the Pacific (CAP) relating to an incorrect grade incident that occurred in Semester 2 2016.

Item 30 ANU Medical School examination incident – MEDI4000 – Semester 2, 2016**Resolution**

The Academic Board noted the report provided by ANU Medical School relating to an examination incident in Semester 2, 2016.

Item 31 ANU governance structure**Resolution**

The Academic Board noted the ANU governance structure.

Part 7 – Accreditation**Item 32 Undergraduate Awards****32.1 Disestablishment of undergraduate awards****Resolution**

The Academic Board approved the following recommendations:

1. The ANU Preparatory Program is disestablished as proposed.

Part 8 – Items of Other Business**Item 33 Other business and question time**

There were no items of other business or questions raised.

Meeting No. 3/2017 of the Academic Board will be held on Tuesday, 20 June 2017 at 9.30 am in the Mills Rm Room, Chancelry.

SIGNIFICANT EVENTS REGISTER 16 MARCH 2017 TO 3 MAY 2017

March	Venue	Host Area	Details
17 March 2017	Common Room Mount Stromlo	ACE Science Education Melrose High School	Vice-Chancellor spoke at the launch of the McNamara Saunders Astronomical Teaching Telescope (MSATT).
17 March 2017	University House	Office of the Vice- Chancellor	Vice-Chancellor spoke at the National Youth Science Forum Rotary Conference. Vice-Chancellor also attended the welcome drinks reception and dinner.
20 March 2017	Common Room, University House	School of Politics & International Relations	U.K. Parliamentary delegation panel and public discussion The delegation included: <ul style="list-style-type: none"> o Rt Hon Ian Liddell-Grainger MP (Conservative) o Dr Roberta Blackman-Woods MP (Labour) o Rt Hon Yvonne Fovargue MP (Labour) o Rt Hon Sir Alan Haselhurst MP (Conservative) o Rt Hon the Baroness Taylor of Bolton (Labour) o Rt Hon the Lord Balfe of Dulwich (Conservative)
21 March 2017	Barton Theatre, Crawford Building	School of Politics & International Relations	American Council of Young Political Leaders delegation panel and public discussion. The delegation included: <ul style="list-style-type: none"> o Hon Tyler August, <i>Speaker Pro Tempore Wisconsin State Assembly</i> o Hon Antony Daniels, <i>Member, Alabama House of Representatives</i> o Hon R Lee Flowers, <i>Member, Gulfpoint Council</i> o Hon Michael Frerichs, <i>Treasurer State of Illinois</i> o Ms Erica Jedynek, <i>New Jersey State Director, Americans for Prosperity</i> o Hon Jaiza Page, <i>Member Columbus City Council</i> o Ms Kristy Tsadick, <i>Associate General Counsel, The William and Flora Hewlett Foundation</i> o Ms Angie Welling, <i>Public Affairs Manager, Google</i> The discussion was attended by: <ul style="list-style-type: none"> o His Excellency Mr John Berry, former US Ambassador
22 March 2017	Parliament House		Tim Hammond MP met with the Government Relations team to discuss Trends in Australian Political Opinion
24 March 2017	China in the World Building	Office of Pro Vice- Chancellor (University Experience)	Public lecture delivered by Dr Anne Aly MP on <i>How radical feminism has been counterproductive for the rights of minority women</i> Pro Vice-Chancellor (University Experience) welcomed guests and introduced Dr Anne Aly MP. 200 people attended.
24-25 March 2017	Brisbane		World Science Festival Vice-Chancellor participated in <i>The Future is in good hands</i> and <i>Gravitational Waves</i> .
27 March 2017	Fenner Building	Climate Change Cafe	<i>Why is Australia's electricity system in such a mess? Czech Ambassador attended</i>

27 March 2017	Crawford School Room	International Strategy and Partnerships	IARU Presidents' Meeting welcome address and meeting panel session. Vice-Chancellor delivered the welcome address.
27 March 2017	National Arboretum	International Strategy and Partnerships	IARU Presidents' Meeting formal dinner. Vice-Chancellor attended the dinner and delivered address.
27 March 2017	College of Business and Economics Building Foyer	ANU College of Business and Economics	Vice-Chancellor spoke at the ANU Industry Student Event The event was attended by: <ul style="list-style-type: none"> ○ Ms Meegan Fitzharris MLA, ACT Minister for Higher Education, Training and Research ○ Dr Babatunde Osotimehin, Executive Director of the United Nations Populations Fund and Under-Secretary-General of the United Nations ○ His Excellency Mr Izzat Abdulhadi, Ambassador, Palestinian Embassy ○ His Excellency Mr Nasser Al-Khalifa, Ambassador, Embassy of the State of Qatar ○ Ms Cecilia Yahaya, Acting High Commissioner, Nigeria High Commission ○ Mr Sakias Tameo, Charge d'Affaires a.i., Papua New Guinea High Commission
27 March 2017	Molonglo Theatre	Crawford School of Public Policy	Public lecture delivered by Dr Babatunde Osotimehin on <i>Tackling Global Health</i> Dr Osotimehin, Executive Director of the United Nations Populations Fund and Under-Secretary-General of the United Nations. The lecture was attended by: <ul style="list-style-type: none"> ○ Sakias Tameo, Charge d'Affaire, Papua New Guinea High Commission ○ Izzat Abdulhadi, Ambassador, Palestinian Embassy ○ Nasser Al-Khalifa, Ambassador, Embassy of the state of Qatar ○ Cecilia Yahaya, Acting High Commissioner, Nigeria High Commission
28 March 2017	Baldessin Building	School of Literature, Languages and Linguistics	His Excellency Mr Grigory Semenov Logvinov, Ambassador for Russia attended the Russian tutorial
28 March 2017	Parliament House	International Strategy and Partnerships	IARU Presidents' Meeting visit to Parliament House and Question Time.
28 March 2017	University House	ANUE	Official Welcome Ceremony for Australia Awards Africa Delegates. Deputy Vice-Chancellor (Research) welcomed delegation. Lunch attended by: <ul style="list-style-type: none"> ○ His Excellency Mr E Nkuruho, Embassy of Uganda ○ Her Excellency Mrs C O Yahaya, Acting High Commissioner for Nigeria ○ Her Excellency Ms Jeanne Guehe, High Commissioner for Côte D'ivoire ○ Her Excellency Mrs M Debrah-Karikari, High Commissioner for Ghana ○ His Excellency Mr I Kabira, High Commissioner for Kenya

28 March 2017	The Hall, University House	Strategic Communications and Public Affairs	Literary Dinner with David Marr and Laura Tingle David Marr and Laura Tingle in conversation over dinner at University House. 180 people attended.
29 March 2017	University House	Division of Student Administration	ANU Global Programs Fair Breakfast The breakfast was attended by: <ul style="list-style-type: none"> ○ His Excellency Miguel Palomino de la Gala, Ambassador of Peru ○ Luis Moya Villaneuva, Head of Consul Embassy of Peru ○ Minister Maria Luisa Gonzalez, Head of the Economic Affairs and International Cooperation section, Embassy of Mexico ○ Arthur den Hartog, Deputy Head of Mission, Embassy of Netherlands ○ Miroslav Pisa, Counsellor and Deputy Head of Mission, Embassy of Czech Republic ○ His Excellency Tom Nørring, Ambassador, Embassy of Denmark ○ Johannes Aigner, First Secretary, Embassy of Austria ○ Carolina Mesa, Second Secretary, Embassy of Colombia) ○ Beate Gabrielsen, Deputy Head of Mission, Embassy of Norway ○ Sarah Mangan, Deputy Head of Mission, High Commission of Ireland
29 March 2017	Hedley Bull Building	Arndt-Corden Department of Economics, Crawford School of Public Policy	Public lecture delivered by Dr Harsha de Silva, Deputy Minister of Foreign Affairs, Sri Lanka on <i>Sri Lanka in Transition: Opportunities and Challenges</i> The lecture was attended by: <ul style="list-style-type: none"> ○ His Excellency Mr Somasundaram Skandakumar, High Commissioner, Democratic Republic of Sri Lanka ○ Mrs Himalee Subhashini De Silva Arunatilaka, Deputy High Commissioner, Democratic Republic of Sri Lanka
29 March 2017	Weston Theatre, Crawford School of Public Policy	Crawford School of Public Policy	National Security Student and Alumni Association Event. Attended by: <ul style="list-style-type: none"> ○ His Excellency Mr Izzat Salah Abdulhadi, Ambassador Embassy of Palestine ○ His Excellency Mr Nasser bin Hamad Mubarak Al-Khalifa, Ambassador for Qatar, ○ His Excellency Mr Nabil Lakhal, Ambassador for Embassy of Tunisia ○ Mrs Aliaa Hamdi Hassan Abouelnaga, Deputy Head of Mission for Embassy of Egypt
30 March 2017	Office of the Deputy Vice-Chancellor (Academic)	Office of the Vice-Chancellor	Pro Vice-Chancellor (Education and Global Engagement) met with the Hon Paul Goldsmith, Minister for Science and Innovation, New Zealand. The meeting was attended by:

			<ul style="list-style-type: none"> ○ The Hon Paul Goldsmith, Minister for Science and Innovation, New Zealand ○ Mr Paul Stocks, Deputy Chief Executive, Labour, Science and Enterprise Group ○ Mr David Dewar, First Secretary (Political/Economics), New Zealand High Commission
30 March 2017	Sir Roland Wilson Theatrette	ANU College of Asia & the Pacific	<p>Public lecture delivered by Mr Quinton Devlin, RAMSI Special Coordinator on <i>The end of RAMSI: What has it meant?</i></p> <p>The lecture was attended by:</p> <ul style="list-style-type: none"> ○ His Excellency Mr Collin David Beck, High Commissioner, Solomon Islands
31 March 2017	Vice-Chancellor Board Room	Office of Vice-Chancellor	<p>Vice-Chancellor met with Indian High Commissioner to Australia, His Excellency Dr Ajay Gondane</p> <p>Meeting was to welcome the new Indian High Commissioner to establish rapport and increase awareness of both parties and discuss relevant issues.</p>
April	Venue	Host Area	Details
3 April 2017	Vice-Chancellor Board Room	Office of the Vice-Chancellor	<p>Pro Vice-Chancellor (Education and Global Engagement) met with the Australian Ambassador to Russia, His Excellency Mr Peter Tesch</p> <p>This meeting was attended by:</p> <ul style="list-style-type: none"> ○ Professor Michael Wesley, Dean of ANU College of Asia and Pacific ○ Professor Andrew Roberts, Dean of ANU College of Physical and Mathematical Sciences ○ Ms Anne Baly, International Strategy and Partnerships
3 April 2017	National Security College Board Room	National Security College	<p>Roundtable discussion with Deputy Assistant Secretary of Defence for South and Southeast Asia, Ms Cara Abercrombie roundtable.</p> <p>13 people attended the roundtable.</p>
3 April 2017	Centre for Arab & Islamic Studies Building	Centre for Arab & Islamic Studies	<p>Public lecture delivered by Professor Shafeeq Ghabra, Kuwait University on <i>The Arab World: Between collapse and transformation.</i></p> <p>The lecture was attended by:</p> <ul style="list-style-type: none"> ○ His Excellency Mr Karim Medrek, Ambassador Embassy of the Kingdom of Morocco ○ His Excellency Dr Ali M KRAISHAN, Embassy of Jordan ○ His Excellency Mr Nabil Lakhal, Ambassador of the Republic of Tunisia ○ His Excellency Mr Mohamed Khairat, Ambassador of the Arab Republic of Egypt ○ His Excellency Ambassador Izzat Abdulhadi, The General Delegation of Palestine ○ Counsellor Mr. Mousalreza Vahidi, Embassy of the Islamic Republic of Iran ○ Ms Asma Alyammahi, Second Secretary at the UAE Embassy ○ Counsellor Mrs Suheir Gedeon, The General Delegation of Palestine

			<ul style="list-style-type: none"> ○ First Secretary Ms Noura Saleh, The General Delegation of Palestine ○ Deputy Head of Mission Mr Ahmed Ait Aissa, Embassy of the Kingdom of Morocco ○ Mr Idriss Barhon Counsellor, Embassy of the Kingdom of Morocco ○ Mr Hachem El Moommy, Counsellor, Embassy of the Kingdom of Morocco
4 April 2017	CES	Centre for European Studies	<p>Lecture – <i>Russia and the crisis in Western Policy-Making</i></p> <p>Attended by:</p> <ul style="list-style-type: none"> ○ Her Excellency Ms Unni KLOVSTAD, Ambassador for Royal Norwegian Embassy ○ His Excellency Dr Mykola KULINICH, Ambassador for Embassy of Ukraine
4 – 5 April 2017	QT Hotel/Gandel Hall, National Gallery of Australia	National Security College	<p>Women and National Security Conference.</p> <p>Deputy Vice-Chancellor (Research) welcomed guests to the conference and hosted a private dinner at Gandel Hall</p> <p>The conference was attended by:</p> <ul style="list-style-type: none"> ○ Senator the Hon Marise Payne, Minister for Defence and Senator for NSW ○ Senator the Hon Penny Wong, Shadow Foreign Minister and Senator for South Australia ○ Air Chief Marshal Mark Binskin AC, Chief of the Defence Force ○ Ms Meegan Fitzharris, ACT Minister for Higher Education, Training and Research, Minister for Transport
4 April 2017	Auditorium and Lotus Hall, China in the World Building	ANU College of Asia and the Pacific	<p>Book launch of <i>China Matters: Getting it right for Australia</i> by Professor Bates Gill and Ms Linda Jakobson in conversation with Paul Kelly, <i>The Australian Editor-At-Large</i>.</p> <p>200 people attended.</p>
5 April 2017	Vice-chancellor Boardroom	Office of the Vice-Chancellor	<p>The Vice-Chancellor met with Ms Vicki Dunne MLA, Deputy Speaker, Shadow Minister for Health, Shadow Minister for Arts ACT Legislative Assembly.</p>
6 April 2017	ANU Mount Stromlo Observatory	Strategic Communications and Public Affairs, Research School of Astronomy and Astrophysics, and ABC Radio	<p>Stargazing Live public astronomy night at Mount Stromlo Observatory which included Q&A panels with ANU astronomers moderated by ABC journalists and stargazing through telescopes of the moon and other planets.</p> <p>1500 people attended.</p>
6 April 2017	College of Business and Economics	College of Business and Economics	<p>ANU College of Business and Economics Prizes and Scholarships Ceremony</p> <p>Attended by:</p> <ul style="list-style-type: none"> ○ Mr Nachiketa Jha, First Secretary and Education Counsellor, High Commission of India ○ Associate Professor Kang Jiangang, First Secretary, Embassy of People's Republic of China ○ Mr Shivakumar Nair, Deputy High Commissioner, High Commission of the Republic of Singapore

			<ul style="list-style-type: none"> ○ Mr Iwan Freddy Hari Susanto, Minister Counsellor, Embassy of the Republic of Indonesia ○ Mr Xu Xiao, Minister Counsellor for Education, Embassy of People's Republic of China ○ His Excellency Mr Zainal Abidin AHMAD, High Commissioner, High Commission of Malaysia
7 April 2017	The Hall, University House	Strategic Communications and Public Affairs	Literary dinner with Dame Quentin Bryce and Virginia Haussegger in conversation over dinner. 196 people attended.
11 April 2017	Auditorium, China in the World Building	China in the World	Public lecture delivered by Professor Hugh White AO on <i>China's Power and the Future of Australia</i>. Attended by: <ul style="list-style-type: none"> ○ Senator Dean Smith, Senator for Western Australia ○ Ms Gai Brodtmann MP, Member for Canberra, Australian Capital Territory ○ Hon Dr Andrew Leigh MP, Member for Fenner, Australian Capital Territory ○ Her Excellency Mrs Erica SCHOUTEN, Ambassador of Kingdom of Netherlands ○ His Excellency Mr Pawel Milewski, Ambassador, Republic of Poland 200 people attended.
12 April 2017	ANU Research School of Physics and Engineering	ANU Research School of Physics and Engineering	The Research School of Physics and Engineering signed a Memorandum of Understanding with the University of South China. The delegation was led by Professor Wang Hanqing, Chairman of the Council of USC. ANU Vice-Chancellor meet with the Chairman and the delegation during their visit to ANU
13 April 2017	National Press Club of Australia	Strategic Communications and Public Affairs	National Press Club Address by the Chancellor Professor the Hon Gareth Evans AC QC and Professor Allan Gyngell AO. 100 people attended.
13 April 2017	ACT Legislative Assembly	ACT Legislative Assembly	Vice-Chancellor attended the ACT Vice-Chancellors Forum to discuss issues of relevance to the ACT universities and other tertiary education institutions with the ACT Government. The forum included: <ul style="list-style-type: none"> ○ Mr Andrew Barr, ACT Chief Minister ○ Professor Deep Saini, Vice-Chancellor, University of Canberra ○ Ms Leanne Cover, Chief Executive Officer, Canberra Institute of Technology ○ Professor Greg Craven AO, Vice-Chancellor, Australian Catholic University ○ Professor John Arnold, Deputy Rector, UNSW Canberra at ADFA ○ Professor Andrew Vann, Vice-Chancellor, Charles Sturt University
18 April 2017	Office of Vice-Chancellor	Office of Vice-Chancellor	Vice-Chancellor met with Vicki Dunne MLA to build working relationship and focus on her role as Shadow Minister for the Arts.
19 April 2017	Parliament House	Research School of Social Sciences	Vice-Chancellor attended the ANU Poll Science and Innovation launch.

			The Poll was opened by the Vice-Chancellor. 20 people key stakeholders attended.
19 April 2017	National Press Club of Australia	Strategic Communications and Public Affairs	Journalist networking event on <i>Will Trump kill the media?</i> Debated by Dr Matthew Sussex and Dr Jane Golley.
20 April 2017	Centre for European Studies	Centre for European Studies	Roundtable discussion on <i>global migration</i>. Attended by: <ul style="list-style-type: none"> ○ His Excellency Mr Manuel Cacho, Ambassador, Embassy of Spain ○ His Excellency Mr Igor Bartho, Ambassador, Embassy of the Slovak Republic ○ Mr Arthur den Hartog, Deputy Head of Mission, Embassy of the Kingdom of the Netherlands ○ Mr Vakis Zissimos, Deputy Head of Mission, Cyprus High Commission ○ Mr Carlos Oliveira, 1st Secretary, Embassy of Portugal ○ Ms Katarina Prime Linmarker, Communication and Cultural Affairs Officer, Embassy of Sweden
20 April 2017	Molonglo Theatre, Crawford Building	Crawford School of Public Policy	Public lecture delivered by the Hon Dr Andrew Leigh MP on <i>How can we reduce inequality?</i> Vice-Chancellor introduced The Hon Dr Leigh. 200 people attended
20 April 2017	Manning Clark Centre	Strategic Communications and Public Affairs	Public lecture delivered by Dr Peter J. Riggs on <i>Time Travel: what's the current status?</i> 315 people attended.
20 April 2017	Wig and Pen	Australian National Centre for the Public Awareness of Science	Vice-Chancellor participated in the panel discussion for <i>Wholesome Show</i> event on the concept of post-truth.
20 April 2017	Drill Hall Gallery	Drill Hall	Opening of ANU Art Collection at Drill Hall Gallery.
21 April 2017	The Hall, University House	ANU Enterprise	Farewell for DFAT Australia Africa Delegates who attended the Mineral and Energy Economics Program hosted by ANU Crawford School of Public Policy.
26 April 2017	National Press Club of Australia	ANU College of Asia & the Pacific and Strategic Communications and Public Affairs	National Press Club address by Professor Michael Wesley, Dr Jane Golley and Professor Warwick McKibbin, and book launch of <i>The Trump Administration's First 100 Days: What Should Asia Do?</i> Collection of essays by ANU academics. 100 people attended.
26 April 2017	Centre for European Studies Building	Centre for European Studies	Public lecture delivered Professor Ulf Sverdup, Director of the Norwegian Institute of International Affairs in Oslo on <i>The Future of the European Union: Lessons from the Norwegian Experience</i>. Attended by: <ul style="list-style-type: none"> ○ Her Excellency Ms Unni Klovstad, Ambassador of Norway
27 April 2017	Australian National Centre for the Public	Australian National Centre for the Public Awareness of Science	Vice-Chancellor participated in the African Australia Awards – Science Circus.

	Awareness of Science		<p>Science Circus Africa is an innovative new approach to science, technology, engineering and maths (STEM) education and capacity building in developing countries.</p> <p>Attended by:</p> <ul style="list-style-type: none"> ○ Her Excellency Ms Beryl Rose Sisulu, South African High Commissioner ○ Mr Dominic BUHERA, Deputy Head, Embassy of the Republic of Zimbabwe ○ His Excellency Mr Lapologang Caesar LEKOA, High Commission of the Republic of Botswana ○ Mrs Brinda Trilok, Acting High Commissioner Mauritius
28 April 2017	Hedley Bull Building	ANU College of Asia and the Pacific	<p>Panel discussion on Sino Australian Relations in the Age of Trump</p> <p>The discussion was attended by:</p> <ul style="list-style-type: none"> ○ Professor Michael Wesley, Dean of ANU College of Asia and the Pacific ○ Ms Gai Brodtmann MP, Shadow Assistance Minister for Cyber Security and Defence
28 April 2017	Vice-Chancellor's Residence	Office of the Vice-Chancellor	<p>Vice-Chancellor held celebratory drinks to acknowledge the success of ANU staff.</p> <p>20 people attended.</p>
May	Venue	Host Area	Details
1 May 2017	Vice-Chancellor's Boardroom	Office of the Vice-Chancellor	<p>Vice-Chancellor met with the Her Excellency Mrs Erica Schouten, Ambassador for the Embassy of the Kingdom of the Netherlands</p>
2 May 2017	Weston Theatre, Crawford School of Public Policy	National Security College	<p>Polish Foreign Minister, Dr Witold Waszczykowski delivered public lecture on <i>Increasing Challenges – The Polish Perspective on Regional Security and Migration.</i></p> <p>Vice-Chancellor attended the lecture and introduced the Polish Foreign Minister.</p> <p>The lecture was attended by:</p> <ul style="list-style-type: none"> ○ His Excellency Mr Viktor Shykh, Ambassador, Embassy of the Republic of Belarus ○ His Excellency Mr Daniel Carvallo, Ambassador, Embassy of the Republic of Chile ○ His Excellency Mr Paulo Cunha-Alves, Ambassador, Embassy of Portugal ○ His Excellency Mr Manuel Cacho, Ambassador, Embassy of Spain ○ His Excellency Mr Martin Pohl, Ambassador, Embassy of the Czech Republic ○ His Excellency Dr Ali Kraishan, Ambassador, Embassy of the Hashemite Kingdom of Jordan ○ Her Excellency Mrs Nineta BARBULESCU, Ambassador, Embassy of Romania ○ His Excellency Mr Mirosljub Petrovic, Ambassador, Embassy of the Republic of Serbia
2 May 2017	Drawing Room, University House	ANU Enterprise	<p>Welcome ceremony for Round 2 of the Australia Awards Africa Delegates</p> <p>The ceremony was attended by:</p>

			<ul style="list-style-type: none"> ○ His Excellency Mr George Tsurai Mudzviti VENGESA, Ambassador High Commission of the Republic of Zimbabwe ○ Mr Hakeem BALOGUN, First Assistant Secretary, High Commission of the Republic of Ghana ○ Mrs Aisha DEWA, Minister-Counsellor, High Commission of the Federal Republic of Nigeria
3 May 2017	ANU College of Law	ANU College of Law	<p>ANU College of Law <i>Indigenous Australian and the Law Q&A discussion panel</i></p> <p>Attended by:</p> <ul style="list-style-type: none"> ○ Hon Ms Linda Burney MP, Member for Barton, NSW

Australian National University - Research Services Division

Grants and Consultancies

Awarded between 11 March 2017 and 30 April 2017

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Caveats:

1. The amount shown reflects the funds that were awarded for the entire grant/consultancy, grouped against the primary funds provider.
2. Although many grants/consultancies are collaborative efforts involving more than one area of the ANU, they are reported under the college of the primary department.
3. All amounts reported are in Australian dollars.
4. In a few cases the amount reported is nil. This can be for a variety of reasons, such as the contract is still under negotiation, or that the project is a non-monetary agreement.

**College of Arts and
Social Science**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Attorney-Generals Department	Dr Raihan Ismail	Political Islam Seminars (11-13 April 2017)	
Commonwealth Department of the Prime Minister and Cabinet	Prof Amin Saikal	Islamic Awareness Project Course	

**College of Asia and the
Pacific**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Department of Education and Training	Dr Hoang Long Chu	Australia-Vietnam Researcher Exchange Program	
The Australia-Indonesia Centre	Dr Budy Resosudarmo	Internet-based Information and Communication Technology (ICT) and Micro Small-sized Enterprises (MSEs)' Attitude toward Participation in International Transactions: Evidence from Yogyakarta, Indonesia	
US Air Force Academy	Prof Robert Gill	Interpreting China's New Strategic Forces	

**College of Engineering
and Computer Science**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
ANU Connect Ventures Pty Ltd	Dr Yuerui Lu	Ultra-thin, Focus-tunable and High-speed Micro-lenses for Miniaturized Optical Systems	

ANU College of Law

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Toshiba International Foundation	Dr James Prest	Experts Dialogue on Clean Energy Law and Policy in Asia	

**College of Medicine,
Biology and
Environment**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Australian Commission on Safety and Quality in Health Care	Dr Imogen Mitchell	Understanding End of Life Care in Acute Hospitals in Australia	\$16,000
Garvan Institute of Medical Research	Dr Ian Parish	Research Collaboration	
Kyoto University	Dr Gaetan Burgio	Investigation of the platelets and their response to malaria infection	
Mitsui & Co. Australia	A/Prof James Pittock	Promoting the floating rice-based agro-ecological farming systems for a healthy society and adaptation to climate changes in the Lower Mekong Region and Myanmar	\$319,872
Mycological Society of America	Ms Elle Bowd	The Untold Story of Underground Communities: Fungi and Soil Seed-Banks in Mountain Ash Forests	
RYR-1 Foundation	Prof Angela Dulhunty	Development of Animal Models with an RYR-1 Mutation and Clinical Phenotype for the purpose of evaluating Cell and Molecular Mechanisms of RYR-1 Disease	\$157,038
Vincent Fairfax Family Foundation	Prof David Lindenmayer	Transforming farming landscapes to be environmentally sound, economically productive and enhance farmer health and wellbeing	\$300,000

**College of Physical and
Mathematical Sciences**

Primary Funds Provider	Primary Investigator	Title	Total Amount Awarded
Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)	Dr Chunle Xiong	Space qualification of quantum technologies: towards quantum satellites for secure Defence communications	\$100,000
Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)	Dr Nicholas Robins	Novel approaches to atomic clocks and atom interferometer inertial measurements	
Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)	Prof John Close	Quantum Non--Demolition Squeezing to Enhance Inertial Navigation	\$100,000
Commonwealth Department of the Environment, Australian Antarctic Division	Dr Andrew Hogg	A NEW APPROACH TO ICE MELTING RATES: DIRECT NUMERICAL SIMULATION	
Commonwealth Department of the Environment, Australian Antarctic Division	Dr Renaud Merle	Age and origin of the magmatism along the transpressional Australian-Pacific plate boundary	
Commonwealth Department of the Environment, Australian Antarctic Division	Ms Nerilie Abram	IPICS 2k ice core array: Filling the climatological gap of the Indian Ocean sector from Wilhelm II Land	
Commonwealth Scientific and Industrial Research Organisation (CSIRO)	Dr Colin Jackson	Engineering Orthogonal Translation Machinery	
National Science Foundation (USA)	Dr Jochen Brocks	Nitrate availability and the evolutionary diversification of eukaryotic life	