COUNCIL

The 432nd meeting of the Council will be held at 9:15am on Friday 1 April 2016 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 unstared items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Agenda Item 33, 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 18 February 2016 (103/2016) and the report from Council Planning Day held over 18 and 19 February 2016 (104/2016).
COUNCIL MINUTES

The 431st meeting of the Council was held at 11am on Thursday, 18 February 2016, in the Conference Room, ANU House, Level 11, 52 Collins Street, Melbourne.

Confidential until confirmed by Council
THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL PLANNING DAY MINUTES

The Council Planning Day was held from 1:45 pm on Thursday, 18 February and from 8.30 am to 3:30pm on Friday 19 February 2016, in the Conference Room, ANU House, Level 11, 52 Collins Street, Melbourne.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

*C  6 – 12  Confidential to Council Members
PART 3 – STRATEGIC ISSUES

*13 PUBLIC POLICY

PURPOSE
To outline the proposed strategic discussion session on public policy at ANU, with Deans.

PREPARED BY
Director, Corporate Governance and Risk Office

REVIEWED BY
Vice-Chancellor

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council consider the key issues about public policy at ANU, for discussion with Deans.

ACTION REQUIRED
☑ For discussion □ For decision □ For information

CONSULTATION
☑ Staff □ Students □ Alumni □ Government □ Other □ Not applicable

Discussion about the strategic discussion session has taken place with the Vice-Chancellor and Chancellor. Deans have also been briefed, in advance of the session.

BACKGROUND AND SUMMARY OF ISSUES
At its planning day held over 18-19 February 2016, Council resolved that a strategic discussion about public policy at ANU, be scheduled for its April meeting.

The session will take place immediately following Council lunch, at 1pm to 2pm. The Deans from the seven Colleges will join Council for lunch and the strategic discussion.

The Vice-Chancellor will introduce the session. Amongst matters for consideration are - how can ANU enhance the University’s public policy profile as the national university; and how can we better integrate Crawford public policy activities across ANU in a way that is enduring and builds positively on the reputational standing and the University’s distinctive character.

At the conclusion of discussions, the Crawford School will host a series of presentations from academic staff from each College to showcase ANU public policy work.

ATTACHMENT
13.1 Public Policy Session Outline (239/2016).

COMMUNICATION
☐ For public release □ For internal release ☑ Not for release
PART 4 – OTHER MATTERS FOR DECISION

*C14. Confidential to Council Members
15. ANU ANNUAL REPORT 2015

PURPOSE
To approve the University’s 2015 Annual Report for submission to the Federal Minister for Education and Training and tabling in the Australian Parliament.

PREPARED BY
Senior Communications and Public Affairs Officer

REVIEWED BY
Director, Strategic Communications and Public Affairs

APPROVED BY
Vice-Chancellor

SPONSOR
Vice Chancellor

RECOMMENDATION
That Council approve the University’s 2015 Annual Report for submission to the Federal Minister for Education and Training and tabling in the Australian Parliament (221/2016).

ACTION REQUIRED
☑ For discussion ☐ For decision ☑ For information

CONSULTATION
☑ Staff ☐ Students ☐ Alumni ☐ Government ☐ Other ☐ Not applicable

All key Divisions of the University have provided their input to the Annual Report.

BACKGROUND
The ANU annual report is based on a calendar year cycle (January to December). Its publication and presentation to the Minister responsible for universities is legislated under The Public Governance, Performance and Accountability Bill 2013 Section 46.

The letter of transmittal and annual financial statements for the year ending 31 December 2015, for inclusion in the Annual Report, are provided for Council approval, under agenda items 8 and 9.

ATTACHMENT
15.1 ANU Annual Report 2015 (221/2016).

COMMUNICATION
☑ For public release ☐ For internal release ☐ Not for release

The Annual Report must be presented and tabled in Parliament prior to being released to the public. It needs to be provided to the Department for transmission to the Minister by 6 April 2016. Subject to its approval and tabling, the 2015 Annual Report will be available on the University’s website.
16. ASSET NAMING PROCEDURE AMENDMENT

PURPOSE
To approve amendment of the Asset Naming Procedure.

PREPARED BY
Director, Alumni Relations & Philanthropy

REVIEWED BY
Campus Planning Committee

APPROVED BY
Chair, Campus Planning Committee

SPONSOR
Chair, Campus Planning Committee

RECOMMENDATION
That Council approve amendment of the Asset Naming Procedure.

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☐ For information

CONSULTATION
☑ Staff  ☐ Students  ☐ Alumni  ☐ Government  ☐ Other  ☐ Not applicable

The amendment is intended to reflect the establishment of the Campus Planning Committee, and its role in considering the naming of buildings. Broad consultation was therefore not warranted.

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION
☐ Finance  ☐ Audit & Risk Management  ☑ Campus Planning  ☐ Remuneration
☐ Major Projects  ☐ Honorary Degrees  ☐ Nominations  ☐ Academic Board

The Campus Planning Committee endorsed the proposed amendments at its meeting held on 18 March 2016.

BACKGROUND
At its July 2014 meeting, Council approved the Asset Naming Policy and Asset Naming Procedure. The Asset Naming Procedure establishes the Naming Committee, which considers proposals and provides recommendations to the Council for approval.

SUMMARY OF ISSUES
The establishment of the Campus Planning Committee in September 2015, with its role in considering the naming of buildings, has necessitated an amendment to the procedure.

The amendment provides that the Naming Committee maintains its current role, but for proposals concerning the naming of buildings or significant University infrastructure (such as sporting ovals, streets, landscape, places, walks and courtyards), they must also be endorsed by the Campus Planning Committee, prior to their submission to the Council.

ATTACHMENT

COMMUNICATION
☐ For public release  ☑ For internal release  ☐ Not for release

The amended procedure will be published on the University’s Policy Library website.
*C17. Confidential to Council Members
PART 5 – OTHER MATTERS FOR NOTING

*C18 - 24   Confidential to Council Members
25. ACADEMIC BOARD REPORT

PURPOSE  To note the unconfirmed minutes from the Academic Board meeting held on 8 March 2016.

PREPARED BY  Chair, Academic Board

SPONSOR  Vice-Chancellor

RECOMMENDATION  That Council note the unconfirmed minutes from the Academic Board meeting held on 8 March 2016 (494/2016).

ACTION REQUIRED  For discussion  ☐  For decision  ☐  For information  ☑

CONSULTATION  Staff  ☐  Students  ☐  Alumni  ☐  Government  ☐  Other  ☐  Not applicable  ☑

ATTACHMENT  25.1 Unconfirmed minutes from meeting of Academic Board, 8 March 2016 (494/2016).

COMMUNICATION  For public release  ☐  For internal release  ☐  Not for release  ☑
26. POWER OF ATTORNEY

PURPOSE
To note a list of documents signed under Power of Attorney by the Investment Manager, and Acting Investment Manager, between 9 February 2016 and 9 March 2016.

PREPARED BY
Investment Manager

REVIEWED BY
Chief Financial Officer

APPROVED BY
Chief Financial Officer

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the list of transactions over which the Investment Manager, and Acting Investment Manager, exercised Power of Attorney between 9 February 2016 and 9 March 2016.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

CONSULTATION
Staff ☐ Students ☐ Alumni ☐ Government ☐ Other ☐ Not applicable ☑

BACKGROUND AND SUMMARY OF ISSUES
This Power of Attorney was granted to the Investment Manager and executed under the Common Seal of the University on 4 September 2003.

Attachment 26.1 provides the list of transactions signed under Power of Attorney by the Investment Manager, between 9 February 2016 and 9 March 2016.

ATTACHMENT

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
27. UNIVERSITY SEAL REPORT

PURPOSE
To inform Council of the uses of the University Seal.

PREPARED BY
Manager, Vice-Chancellor’s Office

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the documents to which the University Seal has been affixed since the meeting of Council held on 18 February 2016.

ACTION REQUIRED
For 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.

A list of documents to which the University Seal has been affixed since the meeting of Council held on 18 February is as follows:

   17 February 2016  Deed of Indemnity and Access – Brian P. Schmidt

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
28. 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.

ACTION REQUIRED  
For discussion  ☐  For decision  ☐  For information  ☑

ATTACHMENT  
28.1 Report of significant visits and events, grants and consultancies (228/2016).
29. LEGISLATION

PURPOSE
To note legislation made by the Vice-Chancellor.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the legislation as approved by the Vice-Chancellor, namely:

➢ Information Infrastructure and Services Order 2016.

ACTION REQUIRED
For discussion □
For decision □
For information ☑

CONSULTATION
Staff ☑
Students ☑
Alumni □
Government □
Other □
Not applicable □

The approved Order was developed after consultation with the ANU Student Association, ANU Postgraduate & Research Students’ Association and staff.

BACKGROUND

The Information Infrastructure and Services Order 2016 is made under section 5.1 of the Information Infrastructure and Services Statute 2012. The Order sets out required periods for return of borrowed Library items and the penalty amounts for contravention of the Information Infrastructure and Services Rule.

At the end of 2015, then Vice-Chancellor, Professor Young, approved the Information Infrastructure and Services Order 2015. That Order, amongst other things, established a daily accumulating penalty of $30 for unreturned library items.

There has been some concern in the University community about the magnitude of the penalty, and after further consultation the University Librarian proposed to reduce that penalty rate to $6. The Order gave effect to this recommendation, which was accepted by the Vice-Chancellor.

ATTACHMENT
29.1 Information Infrastructure and Services Order 2016 (256/2016).

COMMUNICATION
For public release ☑
For internal release ☑
Not for release □

The new Order has been published on the ANU legislation webpage and the Federal Legislation website.
30. REPORT ON EMERITUS PROFESSORS AND EMERITUS FELLOWS APPOINTMENTS

PURPOSE To note the names of those entered on the Roll of Emeritus Professors and Emeritus Fellows since March 2015.

PREPARED BY Manager, Recruitment Services

REVIEWED BY Director, Human Resources

APPROVED BY Director, Human Resources

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the names of those entered on the Roll of Emeritus Professors Emeritus Fellows since March 2015 (229/2016).

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

CONSULTATION ☑ Staff  ☐ Students  ☐ Alumni  ☐ Government  ☐ Other  ☐ Not applicable

BACKGROUND AND SUMMARY OF ISSUES

At its meeting of 21 May 2004, the Executive Committee of Council resolved that the Vice-Chancellor be given authority to approve recommendations from Deans or Directors that the title of Emeritus Professor be conferred on a Professor to recognise her/his continued membership of the University community. In December 2004, Council resolved that the Vice-Chancellor be given authority to confer the title of Honorary University Fellow on a past or present member of the broader University community to recognise his or her contribution to the University.

Early in each year, Council receives a report on names of University staff on whom the titles of Emeritus Professor, Emeritus Fellow or Honorary University Fellow had been conferred since the previous advice to Council. The attached report provides the Roll of Emeritus Professors and Emeritus Fellows since last reported to Council in March 2015.

ATTACHMENT


COMMUNICATION
☐ For public release  ☐ For internal release  ☑ Not for release
C31.  Confidential to Council Members
PART 6 – OTHER BUSINESS

*32. 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 ☐
*33. OTHER BUSINESS

*C33.1 Confidential to Council Members
34. 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 27 May 2016.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑
COUNCIL AGENDA
1 APRIL 2016

ATTACHMENTS
Council Meeting, 1 April 2016

Session outline

Session: ANU’s Role in Public Policy
Friday 1 April 2016, 1pm – 2pm, discussion session with Deans (follows from lunch with Deans, Mills Room, Chancelry, from 12:30pm to 1pm)

Introduction: Vice-Chancellor

Objective: Discussion on how ANU can enhance its public policy profile as the national university; how can we build a both nationally leading and world top-ranking public policy capability; how can we demonstrate our contributions to achieving ‘social transformation’; what are we doing well and less well; what are the emerging areas of national public policy interest in which we need to invest, e.g. Indigenous issues; and how can we ensure public policy research and engagement is rewarded academically, both for individuals and in ERA and like ratings.

Key points for consideration:

- What does a successful public policy capability look like?
- How can we integrate Crawford public policy activities across ANU successfully?
- Actions to be taken and timelines for actions and reporting back to Council.
Annual Report

2015
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Transmittal letter from Chancellor and VC to the Minister

Date

Senator The Honourable Simon Birmingham
Minister for Education and Training
Parliament House
CANBERRA ACT 2600

Dear Minister,

Report of the Council for the period 1 January 2015 to 31 December 2015

We have the honour to transmit the report of the Council of The Australian National University for the period 1 January 2015 to 31 December 2015 furnished in compliance with Section 46 of the Public Governance, Performance and Accountability ACT 2013.

Yours sincerely,

GARETH EVANS AC QC
Chancellor

BRIAN P SCHMIDT
Vice-Chancellor
Vice-Chancellor’s introduction

It gives me great pleasure to introduce the ANU 2015 Annual Report.

As Australia’s national university, ANU continued to demonstrate its role as a national leader in research, education and public policy excellence in 2015 while strengthening its reputation as one of the world’s finest universities.

This year ANU was recognised as one of the world’s top 20 universities – achieving the position of 19 in the QS World University Rankings. The University was also named the top Australian university in the CWTS Leiden Rankings, which measures the impact of research publications and collaborations.

Our global position was underlined following the release of the 2015 Excellence in Research for Australia (ERA) results. The ERA results found ANU leads the nation in research excellence with 95 per cent of broad-fields research and 91 per cent of specific discipline research at ANU rated above or well above world standard.

Our esteemed academic community continued to be acknowledged in 2015 and congratulated for their outstanding contributions to research and outreach. We were especially pleased to congratulate Professor Graham Farquhar who received the Prime Minister’s Science Prize in October.

Offering students an unparalleled educational experience continued to be at the core of the University’s mission in 2015. ANU announced it would be joining with the University of Canberra (UC) in 2016 to offer a unique vertical double degree for science teaching, combining a Bachelor of Science (BSc) from ANU with a Master of Teaching (MTeach) from UC. The new double degree was launched by ACT Chief Minister Andrew Barr MLA and will make it possible for final year BSc students to also study for the MTeach, with final-year classes credited for both awards.

The University celebrated a number of milestones in 2015 including the 50th Anniversary of the ANU School of Music. The School opened in 1965 and continues to be a hub for musical expression in Canberra. We also celebrated 50 years of the HC Coombs Creative Arts Fellowship. The Fellowship has helped ANU establish itself as an international hub for artists, writers, composers, musicians and visitors from all types of creative arenas.

The ANU Indonesia Project also celebrated 50 years in 2015. Since its inception, this program has grown from a small group of Indonesia-focused economists to an interdisciplinary research centre of international renown.

2015 also marked 30 years since the establishment of the ANU Shell Questacon Science Circus. The 30-year partnership between government, industry and education is the longest running three-way partnership in Australia and the Circus has become Australia’s flagship science outreach program.

A significant moment in our nation’s history occurred in November when ANU formally apologised and returned the Willandra Lakes ancestral remains (Mungo Man) to the elders of the Mutthi Mutthi, Ngiyampaa and Paakantji/Barkandji people.
In August ANU led thousands of people to break two world records in stargazing. More than 1,800 gathered on Fellows Oval in front of the Chifley Library on a chilly night while 7,960 people attended 37 sites across Australia from Tasmania to Western Australia.

The University continued to demonstrate its commitment to a healthier workplace for all staff and students and implemented a new Smoke Free policy across all the University’s sites in 2015. The new healthy campus policy is designed to help people kick the habit for good and the University is offering a range of support and advice for staff and students wanting to quit smoking.

Finally, earlier this year I announced my intention to retire as Vice-Chancellor at the end of my term. It has been an enormous honour for me to serve this fine institution for the past five years and I would like to thank all ANU staff, students and alumni for the tremendous opportunity.

From 1 January 2016 Nobel Laureate and ANU researcher Professor Brian Schmidt AC will commence as the 12th ANU Vice-Chancellor.

Professor Ian Young AO
Vice-Chancellor
SNAPSHOTS FOR 2015

ANU was ranked the 19th in the world and number 1 Australian university in the 2015 QS World University Rankings.

6 Nobel Laureates amongst ANU staff and alumni.

95% of ANU research is rated "above world standard"

87% of ANU academic staff hold a PhD degree.

ANU received over $268 million in research grants and consultancy fundings in 2014.*

5 star (maximum) rating from 2016 Good Universities Guide.

21 ARC Australian Laureate Fellowships awarded – the most Laureate Fellows in Australia.

22,500 students with more than 50% enrolled in postgraduate level in 2015.

93% student retention rate.

Ranked top in Australia for producing the most employable graduates.

Ranked 1st in Australia for International Outlook.

Canberra is the best place to live in the world according to the Organisation for Economic Co-Operation and Development (OECD - 2014).

*2015 data will not be available until 30 June 2016.

External Data Sources [these will not be printed, FYI only]

2015 QS World University Rankings

2015 Australian Government's Excellence in Research for Australia Report - 2 Digit FoRs

2016 Good Universities Guide

(2015 Emerging Global Employability University Survey)

(2015-16 Times Higher Education International Outlook indicator)

(2014 OECD's Better Life Index Rankings - OECD Regional Well-being – (NB 2015 data are not available))
ANU Executive

Professor Ian Young AO
Vice-Chancellor and President
BE(Hons) MEngSc PhD JCU, Hon FIEAust, FTSE

As Vice-Chancellor, Professor Young guides the strategy and day-to-day leadership of the University. The Vice-Chancellor is also a member of the ANU Council.

Professor Young was previously Vice-Chancellor of Swinburne University of Technology for seven years (2003 to 2011). In 2014 he was elected Chair of the Group of Eight (Go8) Board of Directors. Professor Young’s research interests are in coastal and ocean engineering and physical oceanography. He has a distinguished academic career, having published three books and more than 100 refereed papers. He has had sustained research support from the Australian Research Council (ARC) and has been a consultant to the US Navy and the offshore oil and gas industry in Australia, Asia and North America.

[PHOTO]

Professor Margaret Harding
Deputy Vice-Chancellor (Research)
BSc PhD DSc Syd, CChem, FRACI

Professor Harding is responsible for the development and implementation of strategies, policies and systems to maintain and enhance achievement and overall research performance of the University.

Professor Harding held the positions of Pro Vice-Chancellor (Research) at the University of New South Wales (UNSW) from 2008 to 2012, and inaugural Dean of Graduate Research at UNSW from 2005 to 2009. Professor Harding’s continuing academic career has seen her publish more than 110 research articles, awarded the Royal Australian Chemical Institute Rennie and Biota Medals, and hold Australian Academy of Science Fellowships in France, the UK and the USA.

[PHOTO]

Professor Marnie Hughes-Warrington
Deputy Vice-Chancellor (Academic)
BEd(Hons) Tas, DPhil Oxon

Professor Hughes-Warrington is responsible for enhancing the University's national and global leadership in the provision of research-led education, and strengthening regional, national and international connections in curriculum, education commercialisation, philanthropy and educational research.

Professor Hughes-Warrington is an active researcher. She has published six books and been awarded $18 million in national and international grants. Her writing and teaching have taken her from the study of Hegel's theories to historical films and hate histories.

[PHOTO]

Professor Jenny Corbett
Pro Vice-Chancellor (Research and Research Training)
BA(Hons) ANU, MA Oxon, PhD Michigan

Professor Corbett provides leadership on policies and strategies to support the University’s higher degree research programs and to ensure quality and standards of HDR program outcomes. In that capacity she directs HDR research training and statistical support at the university level.

She works with the Deputy Vice-Chancellor (Research) on research matters and is the designated person to receive allegations of research misconduct. An economist by training, she has published widely on economic policy and developments in the Japanese economy and East Asia. She is also a specialist on financial crises.
Professor Richard Baker
Pro Vice-Chancellor (Student Experience)
BA(Hons) ANU, PhD Adelaide

Professor Baker provides leadership of strategic initiatives that enhance standards of student learning and improve the quality of the student experience.

Professor Baker has a long history of educational leadership at ANU. Trained in the fields of geography and archaeology at ANU and the University of Adelaide, he has also worked at the Northern Territory Museum and the National Museum of Australia. His research has focused on issues related to Indigenous Land Management and how to effectively link teaching and research.

[PHOTO]

Professor Michael Cardew-Hall
Pro Vice-Chancellor (Innovation)
BSc(Hons) Nott, PhD Imperial College, CEng, FI MechE

Professor Cardew-Hall provides leadership of strategic initiatives to build growth in research and education outcomes through strategic partnerships with industry, government and not-for-profit organisations. He is also CEO of ANU Enterprise, the commercial contracting arm of the ANU.

Professor Cardew-Hall is a Chartered Engineer and a Fellow of the Institution of Mechanical Engineers and Institution of Engineers Australia. He was previously Head of the ANU Department of Engineering, and Deputy Dean and Acting Dean of the ANU College of Engineering and Computer Science.

[PHOTO]

Dr Erik Lithander
Pro Vice-Chancellor (International and Outreach) [until 31 October]
BSc (Econ) LSE, MPhil PhD Cantab

Dr Lithander provides leadership on international partnerships and government relations, international students at ANU, national and international student recruitment and admissions, and brand and reputation management.

Prior to moving to Canberra, Dr Lithander was Director of International Affairs at the University College Dublin, and Associate Director for International Relations at the University of Auckland. His research interests lie in contemporary Latin American literature and he has a particular interest in public policy issues relating to the funding of higher education.

[PHOTO]

Professor Shirley Leitch
Pro Vice-Chancellor (International and Outreach) [from 1 November]
BA, MA (Hons), PhD Auck

Professor Leitch became Pro-Vice-Chancellor (International and Outreach) following the resignation of Dr Lithander. Professor Leitch is also Dean of the ANU College of Business and Economics at ANU, a position she has held since 2014. Previously, she was Deputy Vice Chancellor (Academic) at Swinburne University of Technology, where she was also founding chair of Online Education Services Ltd, in partnership with SEEK Ltd.

She has undertaken senior advisory roles for government and industry, including serving as research leader of the Growth Culture project for the New Zealand Government’s Growth and Innovation Advisory Board. Her research is focused on public discourse and change, including science-society engagement and communication, particularly in relation to science and technology.

[PHOTO]
Mr Chris Grange  
Executive Director  
(Administration and Planning)  
BA UNSW, MComm UOW  

Mr Grange leads the University’s service divisions and brings a resources-based perspective to strategic decisions. Mr Grange is highly involved in all financial matters relating to the University and is also charged with the overhaul of the University’s administrative processes and activities. Prior to arriving at ANU in early 2013, Mr Grange held a similar role at the University of Wollongong.  

[PHOTO]
University organisational chart
[Marketing office – across two pages so it can be landscape]
Annual results and sources of income

[Text to come with financials. Two pages – note table 1 and figure 1 will come in with these]
PERFORMANCE IN
2015
[Section title page]
CORE OBJECTIVES

[section break page]
Excellence in Research

ANU researchers are a resource for the nation, and the University is an intellectual leader with an outstanding international reputation and world-class concentrations of research that are globally attractive to excellent students and potential staff. The calibre of the University’s approximately 1,600 academic staff and 2,300 Higher Degree by Research students is demonstrated by exceptional results in the Excellence in Research for Australia (ERA) outcomes announced in December 2015.

ERA, Australia’s most significant measure of research quality, confirmed ANU as a research powerhouse in results released in early December 2015. According to the results, 90 per cent of our research staff are connected to fields of research rated as being above or well above world standard, meeting the University’s 2020 target. Thirty-eight out of 66 specific fields of research assessed, and 11 out of 19 broad fields of research assessed, received the highest possible rating of research excellence. All ANU research assessed by the ERA 2015 exercise was rated as being world standard or above.

Research-active academic staff

<table>
<thead>
<tr>
<th>TABLE 2: SUMMARY OF ARC and NHMRC Activity for 2010 to 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAFF</td>
</tr>
<tr>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>ARC grants &amp; fellowships</td>
</tr>
<tr>
<td>NHMRC grants &amp; fellowships</td>
</tr>
<tr>
<td>Total academic staff (FTE)</td>
</tr>
<tr>
<td>Staff: FTE, level C+</td>
</tr>
<tr>
<td>ARC &amp; NHMRC grants/staff (FTE, level C+)</td>
</tr>
</tbody>
</table>

1. 2013 data based on 2013 projections as at 28 January 2014
2. Based on DIISRTE 31 March submissions

ANU performs exceptionally well in key Australian Research Council (ARC) schemes such as Discovery Projects, Discovery Early Career Researcher Awards and Australian Laureate Fellowships. For example, in the Discovery Projects 2016 scheme announced in October 2015, ANU achieved an outstanding success rate of 25.2 per cent (against the sector average of 17.7 per cent). ANU is a clear national leader on the number of Discovery Projects per Academic Full-Time Equivalent (FTE). This speaks to the quality of our researchers and research environment in nurturing fundamental research across science, technology, social sciences and humanities.
Call out story: Laureate Fellowships highlight research excellence

The University celebrated three ARC Australian Laureate Fellows announced in 2015: Professor Benjamin Andrews (mathematics), Professor Lisa Kewley (astronomy) and Professor Ping Koy Lam (physics).

Professor Kewley’s fellowship project uses 3D technology to trace how the building blocks of life formed from the infant universe to today.

Professor Lam’s project will examine how macroscopic objects can be levitated using only laser beams.

Professor Andrew’s research will look at how nonlinear partial differential equations can exploit new and innovative mathematical methods.

Over the lifetime of the highly prestigious Laureate scheme, ANU has been awarded the most fellowships of any Australian university (21).

Five Future Fellowships were also awarded to ANU: Dr Elisabete da Cunha (astronomy/astrophysics), Professor Naomi McClure-Griffiths (astronomy/astrophysics), Dr Denisse Leyton (microbiology), Dr Janet Gardner (evolutionary biology) and Dr Timothy Denham (archaeology). [Photo of Laureate Fellows – will require a photo credit]

ANU researchers were also awarded a number of National Health and Medical Research Council (NHMRC) Fellowships and honours. Three professorial research fellowships were awarded to Professor David Tscharke, Professor Robyn Lucas and Professor Kaarin Anstey. A further four early-career researchers received fellowships: Dr Mitchell O’Connell, Dr Gemma Carey and Dr Mehdi Adibi and Dr Kathryn Bowen. Dr Moyra Mortby was also awarded an ARC-NHMRC Dementia Research Development Fellowship.

Undertaking research of distinction and international impact

As mentioned previously, ANU remains the top-ranked Australian university in the QS World University Rankings, re-entering the global top 20 in 2015. The rankings give significant weight to reputational surveys, demonstrating that world-class excellence is woven into the fabric of the University’s activities and is reflected in our research and research training environment.

In fourteen ANU subjects are ranked in the top 25 in the world.*

<table>
<thead>
<tr>
<th>Subject</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Politics &amp; International Studies</td>
<td>7</td>
</tr>
<tr>
<td>Agriculture &amp; Forestry</td>
<td>7</td>
</tr>
<tr>
<td>History and Archaeology</td>
<td>9</td>
</tr>
<tr>
<td>Development Studies</td>
<td>10</td>
</tr>
<tr>
<td>Earth &amp; Marine Sciences</td>
<td>12</td>
</tr>
<tr>
<td>Geography</td>
<td>15</td>
</tr>
<tr>
<td>Linguistics</td>
<td>16</td>
</tr>
<tr>
<td>Law and Legal Studies</td>
<td>16</td>
</tr>
<tr>
<td>Sociology</td>
<td>16</td>
</tr>
</tbody>
</table>

2015 ANU Annual Report
ERA 2015 confirmed 11 major fields of research where the quality of our research is well above world standard, each scoring in the highest rating band: mathematical sciences, physical sciences, environmental sciences, biological sciences, information and computing sciences, medical and health sciences, studies in human society, law and legal studies, language, communication and culture, history and archaeology, and philosophy and religious studies. These fields account for 71 per cent of all ANU research publications and outputs. A further 27 per cent of publications were in areas rated in the second-highest band, above world standard.

### External Funding

**TABLE 3: RESEARCH GRANTS AND PUBLICATIONS FOR 2010 TO 2014**

<table>
<thead>
<tr>
<th>Research Grants (AU$ '000)</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian competitive grants</td>
<td>77,536</td>
<td>93,124</td>
<td>101,151</td>
<td>101,680</td>
<td>104,405</td>
</tr>
<tr>
<td>ARC</td>
<td>56,564</td>
<td>65,510</td>
<td>76,753</td>
<td>76,262</td>
<td>81,473</td>
</tr>
<tr>
<td>NHMRC</td>
<td>13,099</td>
<td>15,678</td>
<td>14,593</td>
<td>14,299</td>
<td>14,003</td>
</tr>
<tr>
<td>Other ACGR</td>
<td>7,872</td>
<td>11,936</td>
<td>9,806</td>
<td>11,119</td>
<td>8,928</td>
</tr>
<tr>
<td>Other public sector research funding</td>
<td>119,663</td>
<td>87,677</td>
<td>92,735</td>
<td>119,677</td>
<td>132,759</td>
</tr>
<tr>
<td>Industry and other funding for research</td>
<td>26,810</td>
<td>24,171</td>
<td>18,865</td>
<td>25,062</td>
<td>29,696</td>
</tr>
<tr>
<td>Australian Industry and other</td>
<td>12,384</td>
<td>10,506</td>
<td>8,626</td>
<td>10,760</td>
<td>14,601</td>
</tr>
<tr>
<td>International Industry &amp; other</td>
<td>14,426</td>
<td>13,665</td>
<td>10,239</td>
<td>14,301</td>
<td>15,096</td>
</tr>
<tr>
<td>CRC funding</td>
<td>287</td>
<td>493</td>
<td>1,093</td>
<td>1,302</td>
<td>1,783</td>
</tr>
<tr>
<td>TOTAL RESEARCH GRANTS</td>
<td>224,296</td>
<td>205,465</td>
<td>213,844</td>
<td>247,721</td>
<td>268,643</td>
</tr>
</tbody>
</table>

**RESEARCH PUBLICATIONS (rounded)**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>84</td>
<td>75</td>
<td>90</td>
<td>88</td>
<td>86</td>
</tr>
<tr>
<td>Book chapters</td>
<td>457</td>
<td>401</td>
<td>454</td>
<td>514</td>
<td>523</td>
</tr>
<tr>
<td>Journal articles</td>
<td>1,883</td>
<td>1,883</td>
<td>2,058</td>
<td>2,176</td>
<td>2,265</td>
</tr>
<tr>
<td>Conference papers</td>
<td>373</td>
<td>415</td>
<td>449</td>
<td>368</td>
<td>413</td>
</tr>
</tbody>
</table>
Research income for the University continues to grow, with increases recorded across all major categories in 2014, including competitive research grants and industry-supported research. Major new 2014 research contracts included multiple large-scale projects with the Department of Foreign Affairs and Trade, the $1.75 million Centre for Dielectric Materials in collaboration with Guangdong Fenghua Advanced Technology, a $1.35 million services agreement with Research School of Physics and Engineering spin-out company Liquid Instruments, and a $2 million grant from the Australian Cancer Research Foundation to undertake leading-edge cancer research.

ANU was awarded $2.5 million for an NHMRC Centre of Research Excellence in Cognitive Health that will bring together the expertise of researchers, clinicians, policy-makers and consumers to focus on cognitive health promotion and the prevention of cognitive decline. The Centre, led by Professor Kaarin Anstey of the Research School of Population Health, will help find solutions to the problems facing Australia’s ageing population.

Research Environment

Research is a core pillar of ANU and the University has the highest proportion of higher degree research (HDR) students out of all Australian universities. ANU also continues to drive research into undergraduate degrees through targeted programs such as the Bachelor of Philosophy and Engineering (R&D), as well as through research-led education into all degrees.

Our HDR students are highly motivated and an integral part of the research community. This is underlined by the ANU final of the Three Minute Thesis competition which had the highest attendance and engagement of any such event globally.

Eight Doctoral students and one Master’s student were awarded prestigious Endeavour Scholarships for 2016: Dirk van der Kley, Isabela Burgher, Aliza Hunt, Callan Schultz, James Debowski, Sarah McNeill, Daniel McNamara, Firouzeh Khoshnoudiparast and Jodie-Lee Trembath. No other institution received more than three scholarships.
The 2015 PM’s Prize for Science was presented to ANU Distinguished Professor Graham Farquhar AO in October for his work on water-efficient crops and helping the world understand the impacts of climate change.

Professor Farquhar is a global leader in plant biophysics and photosynthesis, and has helped develop new water-efficient varieties of wheat, improving global food security. He has also discovered that evaporation and wind speeds are slowing as the climate changes.

His latest research is looking at how plants will cope with climate change and higher levels of carbon dioxide in the atmosphere, and which plants will grow best in drier marginal farm lands.

ANU takes out the field for the ACT Tall Poppy awards

Four ANU researchers were recognised for their outstanding research and contribution to science in the 2015 Tall Poppy Awards.

Dr Louise Farrer from the National Institute for Mental Health Research and Dr Sophie Lewis from the Research School of Earth Sciences jointly won the ACT Tall Poppy of the Year.

Dr Brad Tucker from the Research School of Astronomy and Astrophysics and Dr Vanessa Beanland from the Research School of Psychology were also awarded Tall Poppies.

[Photo of Professor Farquhar, photo of Tall poppies]
Excellence in Education

ANU provides an educational experience of the highest quality, focused on an engaging curriculum, research experiences and innovative approaches to teaching and learning. The ANU approach seeks to integrate diverse activities – research and education, the curriculum and the co-curriculum, and global and local issues – into a single distinctive ANU student experience.

Students are supported by resources and opportunities designed to enrich and complement the classroom experience and ensure that ANU graduates are academic leaders who successfully and responsibly engage with the world around them at a global, national and local level.

ANU has performed consistently with the average of the Group of Eight universities in the Course Experience Questionnaire (CEQ) survey in the categories of Good Teaching and Overall Satisfaction and slightly lower than the Group of Eight in the Generic Skills category.

The percentage of students who ranked the overall experience of ANU as ‘Excellent’ in the 2014 UES Survey was higher than the average at Group of Eight and all other universities.

The Times Higher Education Global Employability University Rankings for 2015 ranked ANU as Australia’s top university for student employability for the third consecutive year.

Table 4: ANU Course experience questionnaire (CEQ) data; showing % of positive responses

<table>
<thead>
<tr>
<th>Scale</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic Skills</td>
<td>75%</td>
<td>74%</td>
<td>75%</td>
<td>75%</td>
</tr>
<tr>
<td>Good Teaching</td>
<td>66%</td>
<td>66%</td>
<td>68%</td>
<td>67%</td>
</tr>
<tr>
<td>Graduate Qualities</td>
<td>81%</td>
<td>80%</td>
<td>81%</td>
<td>81%</td>
</tr>
<tr>
<td>Intellectual Motivation</td>
<td>83%</td>
<td>82%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Overall Satisfaction</td>
<td>86%</td>
<td>84%</td>
<td>85%</td>
<td>84%</td>
</tr>
</tbody>
</table>

source: unistats/surveys/ceq

Engaging curriculum

The popularity of flexible double degrees and vertical double degrees continues to grow.

A total of 3,487 equivalent full-time students enrolled in flexible double degrees in 2015. This is around 40 per cent of the total undergraduate student load, up from 38 per cent in 2014. Flexible double degrees allow students to combine two Bachelor degrees of their choice, with the possibility of building a combination to suit both a career path and a personal passion. This approach reflects the transdisciplinarity that is one of the University’s academic strengths. Flexible double degrees are offered through three groups:

- four-year Arts, Social Sciences, Business, Science group
- five-year Law group
- five-year Engineering and Advanced Computing group
Student load in vertical double degrees also continues to grow. Thirty-nine full-time equivalent students enrolled in the three available vertical doubles in 2013; 98 in 2014 and 117 in 2015. Vertical double degrees enable students to complete Master courses as part of their bachelor degree and complete the two degrees in a lesser period of time than would have been the case had the degrees been undertaken consecutively. Starting from 2016, ANU will offer in partnership with the University of Canberra a vertical double degree for science teaching by allowing students to combine a Bachelor of Science at ANU with a Master of Teaching from the University of Canberra.

The Flexible Double Master Degree gives flexibility through students being able to combine any two degrees available in the program for which the entry requirements are met and, by the cross counting of electives, completing two degrees in one year less than completing the degrees separately. The first intake of students into Flexible Double Masters will be in 2016.

New entry pathways
The Diploma of Computing and the Diploma of Liberal Studies were established in 2015 and both provide pathways into undergraduate study. Students undertaking these diplomas complete two semesters of 19 weeks each and upon successful completion of the diploma at an appropriate level, students can enter the second year of the Bachelor of Information Technology or the Bachelor of Arts.

Review of the University Medal
A review of the University Medal was undertaken in 2015. The review was intended to more clearly define the purpose of the medal and ensure that the medal remains an award of great prestige, given to only the most outstanding students.

International double degrees
The University agreed on principles underpinning transnational coursework education partnerships and international double degrees. These principles are designed to ensure that such partnerships both enhance the reputation of the University and ensure that partnership arrangements have longevity.

Campus experience
The student residences, student associations, learning communities and various student leadership programs make an important contribution to student life for both students residing on campus and those living off campus.

Student residences
ANU continues to guarantee accommodation in the University’s student residences for undergraduate first-year students from outside the ACT region and demand for student accommodation continues to grow.

During 2015, the University surveyed around 4,800 residential students and our residential alumni community. The Vice-Chancellor also undertook open discussion forums across the University, including in the student residences and with alumni. This consultation showed that both students and alumni agree that the residential experience at ANU is a defining element of an ANU education for many students, and that as many students as possible should have the opportunity to reside on campus.
The University announced in September 2015 that a new student residence would be built in the vicinity of the existing residences in the Daley Road precinct. It is expected that the first intake of students into this new facility will be in semester one, 2017. This new residence will provide self-catered accommodation and students have had significant influence on its design. The new residence will allow more students to experience life in a campus residence, which is a highly valued aspect of the ANU student experience.

**Student associations**
The two student associations, the ANU Students Association for Undergraduate Students (ANUSA) and the Postgraduate and Research Students’ Association (PARSA) continued to make an important contribution to the life of the campus. In 2015 the University assisted both associations to strengthen their governance structures.

**Learning communities**
ANU Learning Communities are student led and created communities with the purpose of launching conversations across campus that are enlightening, provoking and diverse. They provide opportunities for students to extend their learning beyond traditional educational structures such as lectures and tutorials.

In 2015, nine Learning Communities hosted 220 events, supported by 163 academics and visiting speakers, with nearly 4000 students participating. These events are open to students, staff and the general public, to universally reinvigorate the ANU campus experience.

Significant to the success of Learning Communities in 2015 was the support of student leaders (Ambassadors) as paid ANU staff and the implementation of a comprehensive training and mentoring program to scaffold the development of leadership skills.

Following student-led feedback and consultation, Learning Communities in 2016 will be shaped around five themes: Creative Arts, Cultures, Global Challenges, History and Sustainability, around which to focus creative conversations across campus.

**Developing student leadership**
Leadership continues to be an important focus. The University aims to develop student leadership skills so that students are able to take on roles of responsibility within the University community and, after graduation, leadership roles in the broader community. In 2015 graduate versions of both the Vice-Chancellor’s student leadership program and academic course Leadership and Influence were added.

In partnership with the University of Minnesota, ANU piloted the Global Undergraduate Leaders Program in 2014. The program connected ANU undergraduate students with their peers at Minnesota to develop a community project for the people of Malawi. In early 2015 students from both universities travelled to Malawi, meeting each other in person, and saw their community project plans coming to life. In early 2016 a second combined program will be run in Malawi.
Student wellbeing and campus security
There were a number of initiatives in 2015 to improve student welfare and wellbeing. The Mental Health Strategy, first developed in 2013, was reviewed in 2015.

In July 2015, the University engaged Batyr, a social enterprise that focuses on preventative education in the area of young people’s mental health, to empower students to speak about their personal experience with mental ill health. Batyr uses young speakers with a lived experience of mental ill health to engage, educate and encourage other young people to reach out for support and to the great mental health services around them.

There have been a number of important student-driven initiatives to improve student wellbeing. These include Mental Health Week and an edition of the student newspaper, Woroni, focusing on mental health.

A number of measures have been taken to improve safety and security on campus. These include a review of closed circuit television cameras, the launch of the ‘On campus, on demand’ bus service, and a safety app has been developed and is now available.

Research-led education
The ANU Education Grants and Fellowships schemes are designed to support the development of research-led education by ANU staff with leadership skills or potential in education. They support strategic connections between ANU and organisations outside the higher education sector, and support teachers in their commitment to continually improve their teaching while sustaining high quality learning at ANU. There were 15 recipients of grants and fellowships in 2015, who received a total of $93,382.

Innovative learning and teaching
Since 2014 as part of the University’s partnership with edX, ANU has delivered eight Massive Open Online Courses (MOOC): Engaging India, Astrophysics 1-4, Ignorance!, Introduction to Actuarial Science and How to Survive your PhD, totalling 245,655 enrolments to date.

Further MOOCs are in preparation for 2016.

Executive education and other professional programs
The Centre for Continuing Education (CCE) offers a range of professional development courses and workshops accessible to individuals wishing to gain skills and knowledge relevant to a changing and innovative workforce. In 2015 the CCE offered over 50 courses through the Professional Development Program involving over 330 participants, representing an increase of 36 per cent from 2014. CCE actively engaged with more than 60 organisations and government departments within Canberra.

In 2015, the Crawford School of Public Policy’s National Executive Education program continued to build upon the successful model of policy-based courses through its well-established open
subscription program, and with the inclusion of several tailored courses to the Australian Public Service, exposed over 1,000 participants to the expertise of key researchers in public policy at ANU. Two notable contracts are the development and delivery of a 22-course project for personnel in the Office of Transport Security across 2015 and 2016, and a 12-module blended learning course for the Department of Communications and the Arts. These new enterprises have been well received and indications are strong that they will continue into the future. National Executive Education has secured itself financially and is now a vital and integral part of the Crawford School’s policy impact initiative.

In 2014-15, the National Security College (NSC) delivered 17 weeks of Executive Development programs involving 320 participants, 17 days of Professional Development programs involving 273 participants and nine days of commissioned programs to meet specific particular agency needs. NSC courses have continued to be delivered to a very high standard with satisfaction ratings consistently exceeding 90 per cent for participants from APS5 to SES Band 1. More than 2,500 national security officials have participated in NSC courses and programs since 2010. New short courses offerings were introduced 2014-15 in covering China, India, Indonesia, Japan, USA, the Indo-Pacific and Strategic Communications. The NSC complements and reinforces these formal short courses with a wide range of public outreach and invitation only policy engagement activities.

**Call out story: ANU and UC join forces for future science teachers**

In September 2015, ANU and the University of Canberra (UC) formed a collaboration that will make it quicker and easier for students to be qualified in science teaching.

Starting from 2016, the two universities will offer a vertical double degree for science teaching, combining a Bachelor of Science (BSc) from ANU with a Master of Teaching (MTeach) from UC.

The new double degree was launched by ACT Chief Minister Andrew Barr MLA in September and it will make it possible for final year BSc students to also study for the MTeach, with final-year classes credited for both awards.

This means that they will be able to gain their science and teaching qualifications six months earlier than if they took the courses separately.
Call out story: Motivation, connection and inspiration the secret to Indigenous student success

A uniquely personal approach to supporting Indigenous law students through their university journey has seen Dr Asmi Wood presented with one of the country’s most prestigious education awards.

Dr Wood, a Senior Lecturer and academic adviser in the ANU College of Law, was awarded the Neville Bonner Award for Indigenous Education at the Australian Government’s Office for Learning and Teaching (OLT) Awards in December.

The award, which recognises exceptional teachers in Australian higher education, was presented to Dr Wood for his efforts to improve retention and graduation rates among Indigenous law students, with over 90 per cent of students now completing their degree.

Through Dr Wood’s approach, the completion rate for Indigenous law students at ANU has grown to be among the highest of all universities in Australia.

Dr Wood said his approach was based around helping Indigenous students to help themselves and recognise their own abilities and potential.

“Our focus at ANU often comes down to showing Indigenous students that a degree such as Law is not only available to them, but completely achievable.

“From the day they begin their degree to the day they graduate, we work to empower and guide our Indigenous students, including making sure that students are supported in and outside the lecture theatre.

“I’m especially fortunate to have the assistance and involvement of so many colleagues in the College and wider university. By helping Indigenous students remain connected – with their study, fellow students, family and culture – during their time at ANU, we’re helping them remain engaged, motivated and in the best possible place to successfully complete their degree,” said Dr Wood.
Excellence as a national policy resource

ANU continued to serve as a source of innovative public policy and advice for policy makers in Australia and globally in 2015. An important hub for policy debate, the University has excelled at engaging top minds and influential leaders to tackle some of the most pressing issues of our time.

All academic colleges at ANU conduct public policy research, with many of these ideas converging at the Crawford School of Public Policy. Part of the ANU College of Asia and the Pacific, the Crawford School is one of the world’s leading postgraduate public policy schools, attracting students and future leaders from the Asia-Pacific region and others who wish to play a central role in the future of this exciting part of the world.

Engaging in public policy

ANU has worked hard to ensure that knowledge produced within the walls of the University can be accessed by anyone with an Internet connection. In 2015 The Australian Centre on China in the World launched The China Story website (www.thechinastory.org), a web-based account of contemporary China. The Crawford School launched Policy Forum (www.policyforum.net), an online platform providing accessible writing from experts across the globe on a broad range of regional public policy issues. With more than two million hits in 2015, the East Asia Forum (www.eastasiaforum.org) continued to publish agenda-setting, peer-reviewed analysis of issues affecting the Asia-Pacific.

ANU has also focused on disseminating development policy research in 2015. Following the address in 2014, by the Hon Julie Bishop MP, Minister for Foreign Affairs, the 2015 Australasian Aid Conference welcomed the Hon Tanya Plibersek MP, Shadow Minister for Foreign Affairs and International Development, to speak about international development in her first major address on the issue. The University also held a Pacific Island Economic Development roundtable with the Hon Steven Ciobo MP, then Minister for International Development and the Pacific.

The East Asian Bureau of Economic Research (EABER) continued to engage and support Australian and international politicians and policy makers on key issues in the Asia-Pacific region. The EABER conference, Promoting future economic prosperity in the Asian region, brought together world leaders in this area to consider regional challenges and opportunities for Australia and Asia-Pacific nations during a period of unrivalled change and development in the region.

In June, the second Crawford Australian Leadership Forum brought together 150 business leaders, political and public service leaders, academics and analysts to focus on the major public policy issues confronting Australian policymakers. Notable guests included former Indonesian Foreign Minister, Marty Natelegawa, Chief Economics commentator at the Financial Times, Martin Wolf, and notable business leaders from the Asia-Pacific region. ANU thanks CISCO, Virgin Australia, PWC and Corrs Chambers Westgarth Lawyers for their support of the conference in 2015.

The ANU Centre for Social Research and Methods in partnership with the Social Policy Institute, Tax and Transfer Policy Institute and the Sir Roland Wilson Foundation held a major conference on Welfare Reform in September. The Hon Scott Morrison MP, then Minister for Social Services,
delivered the opening address to attendees who consisted of academics, policy makers and NGO representatives from Australia, the UK, New Zealand and Sweden. The Hon Jenny Macklin MP, Shadow Minister for Families and Payments and Disability Reform, also addressed the conference.

A number of other political leaders have drawn on ANU expertise in 2015. Senator the Hon Marise Payne, then Minister for Human Services, joined ANU experts on campus to discuss Indigenous Health. At the request of Senator Zhenya Wang, ANU hosted a roundtable on politics and economics for members of the Senate crossbench. ANU hosted a small group of politicians from the Australian Labor Party for two days of seminars with ANU academics at the request of the Chifley Research Centre. ANU assisted Senators Canavan and Dastyari with a roundtable on cryptocurrencies such as Bitcoin, with Senator Canavan returning to campus for another roundtable on economics. Senator Linda Reynolds engaged with ANU on the issue of federalism, hosting a roundtable open to all Parliamentarians at Parliament House. Towards the end of the year Professor Miranda Stewart delivered a Parliamentary Library Lecture on tax reform. The University's local member, the Hon Dr Andrew Leigh, joined ANU on several occasions to open events and deliver speeches, including hosting the launch of the China Story Yearbook at Parliament House and speaking at the Tax and Transfer Policy Conference.

The Syria crisis dominated international relations discourse in 2015. Distinguished Professor Amin Saikal AM informed the public debate in Australia and globally. Professor Saikal delivered several lectures, including to Parliamentarians and their staff at the Parliamentary Library. He engaged with all sides of politics on the issue, including hosting members of the Australian Greens for dinner on campus to discuss the issue.

ANU provided comprehensive advice and research on issues affecting Aboriginal and Torres Strait Islanders, with much of this work led by the Centre for Aboriginal Economic Policy Research (CAEPR) and the National Centre for Indigenous Studies (NCIS). The NSW Government engaged CAEPR to assist them with their Indigenous policy and training. CAEPR research was extensively referenced in the Commonwealth’s Forrest Review, Creating Parity. Other research focusing on Indigenous education gained significant traction and led to further Commonwealth funding for education programs in community. NCIS won an ANU Award for Public Policy for investigating the history and participation of Indigenous people in the sport of cricket.

The Mr Fluffy crisis and asbestos-related illnesses were a key issue for the Canberra community in 2015. The Chief Minister, Mr Andrew Barr MLA, and Deputy Chief Minister, Mr Simon Corbell MLA, launched the Asbestos Health Study conducted by the National Centre for Epidemiology and Population Health in February.

In an important year for Climate Change policy, the Energy Change Institute and Climate Change Institute continued to provide world-leading, policy-neutral climate mitigation and sustainable energy research output using a cross-disciplinary approach. A number of academics from these institutes were appointed by governments across the country to advise on climate change mitigation strategies.
Educational programs

The Australian National Internship Program (ANIP) enables Australian university students to intern at a diverse range of NGOs, peak bodies, government departments and in the offices of federal politicians. In 2015, 92 students completed internships, producing comprehensive research papers for their host organisation for course credit. ANIP also celebrated its 21st birthday with a dinner in the Great Hall of Parliament House. The Dean of the College of Arts and Social Sciences marked the occasion with the announcement of a $100,000 ANU endowment to assist more students to undertake the program.

The National Security College (NSC) this year enhanced its policy engagement activities consistent with its founding mission. Through a variety of mechanisms the NSC enhanced its contribution to policy discourse, policy making and policy impact on issues in the domestic and international national security domain. Notably:

- Experts from the College were invited by government to contribute to policy development and refinement on topical issues, such as countering violent extremism; Australia’s future Defence White Paper; Japan-Australia relations; China and India; the cyber security review and the South China Sea.
- The College initiated a series of roundtables to foster deeper discussion, analysis and insights on topics such as global strategic challenges, asymmetric national security threats; foreign terrorist fighters and Daesh; challenges in the Indo-Pacific region, Fiji, Russia-China relations and the implications for security.
- The College was increasingly sought out as a partner by government to facilitate its analytical and policy work. The College hosted consultations on behalf of the Department of Defence on the future strategic environment and for the Department of Prime Minister and Cabinet on the cyber security review.
- In policy-related publications and outreach, our academics had several national and internationally published opinion pieces and a recognisable media presence on such topics as the state of Australian national security around the anniversary of 9/11 and the Uyghur issue following the Thailand shrine bombing.

Opportunities for students continue to increase with a new National Parliamentary Fellowship. Run by the Crawford School, the fellowship offers three-month placements for postgraduate students from Group of Eight (Go8) universities in India and Japan. The US Congressional Research Fellowship program also placed three outstanding ANU students and graduates into the offices of United States Senators.
**[Call out story] Climate Change Advocacy**

The ANU Climate Change Institute hosted a delegation of four Chairs of the Intergovernmental Panel on Climate Change (IPCC) and lead authors to discuss the implications for Australia of the findings of the IPCC Fifth Assessment Report on 12 and 13 August 2015.

The delegation met with Environment Minister, the Hon Greg Hunt MP, the Shadow Minister for Environment, Climate Change and Water, the Hon Mark Butler MP, and other Members and Senators. The delegation did not waste a moment of their short stay in Canberra, conducting a comprehensive briefing for journalists, meeting with several public servants and delivering a public lecture to a full lecture theatre on campus.

The delegation comprised four IPCC Chairs and lead authors from around the world and two authors based at ANU:

- Dr Jean-Pascal van Ypersele, IPCC Vice-Chair
- Dr Andy Reisinger, NZ Agricultural Greenhouse Gas Research Centre and IPCC Lead Author: Australia and New Zealand Impacts, Adaptation and Vulnerability
- Dr Debra Roberts, IPCC Lead Author, Urban Areas
- Dr Youba Sokona, IPCC Working Group III Chair
- Associate Professor Frank Jotzo, Deputy Director of the ANU Crawford School for Public Policy and IPCC Lead Author: Social, Economic and Ethical Concepts and Methods
- Dr Mark Howden, Director of the ANU Climate Change Institute and IPCC Lead Author: Food Security, Australia / NZ and the IPCC Synthesis Report.

The visit raised awareness about the report’s key findings, highlighted the current and likely future impacts on Australia and the world and outlined solutions to the challenges of climate change.

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**[Call out story] Sir Roland Wilson Foundation**

**Developing policy leaders, cementing links between ANU and the Australian Public Service (APS)**

The Sir Roland Wilson Foundation is funded by a joint endowment from the Commonwealth, ANU and the Wilson family. Sir Roland Wilson was one of Australia’s most influential public servants. He also served on the University Council for 15 years. Sir Roland was an early advocate and practitioner of what today is called evidence-based policy.

The Foundation was established to honour his contribution by advancing the study and development of public policy. It does this by offering generous PhD scholarships to high potential Commonwealth public servants, hosting public lectures and seminars on topics of national significance and actively developing an interface between the APS and ANU, facilitating the exchange of ideas between institutions.

The PhD Scholarship Program commenced in 2011 and now has its first graduates. Angelia Grant from Treasury and Neal Hughes from the Australian Bureau of Agricultural and Resource Economics and Sciences are the first to graduate. Both scholars produced highly commended theses and have published in top-tier journals. The scholarship program now supports 15 scholars from the APS across a diverse group of research centres at ANU.
Great advances have been made by the scholars in forging links between the public service and ANU, including negotiating access to Commonwealth agency data that have not been made available for research until now.

Graduates of the program are expected to become senior leaders in the APS, fostering a culture of evidence-based decision making and continual engagement with ANU.

National Institutes Grant*

The Australian National University is endowed by the Australian Government through the National Institutes Grant (NIG) to undertake basic and applied research to address issues critical to the nation. This endowment brings with it the responsibility to ensure ANU research is internationally excellent and nationally meaningful.

The endowment was established in 1946 so the University would have the capacity to fund long-term research that forms the basis of future breakthroughs, provide intellectual leadership to the nation and greater advisory capacity to government, ensure informed public policy debate, and to take its place as one of the great universities of the world.

In the time since its inception the University has delivered world-class research, attracted world-leading academics and acquired a range of national facilities that are used by academics from across Australia.

Reports examining the return on investment provided by the University against the NIG find that ANU is an outstanding return on the investment of the Commonwealth, and is a source of pride for the Australian nation. ANU leads the nation in 10 disciplines, and ranks in the top 20 universities in the world. It has produced half of Australia’s Nobel Prize winners.

ANU maintains a critical mass of expertise in the Asia-Pacific, including the study and teaching of languages that do not attract a large undergraduate enrolment but which are strategically important for Australia. In 2015 it led in providing expert commentary and increasing understanding of the politics and society of Myanmar in the lead up to, and after, that country’s November general election.

In 2015, the University’s experience and expertise in Indigenous history and culture were highlighted during the repatriation of Willandra Lakes Ancestral Remains. In 1969 ANU researchers discovered and excavated the remains that we now know as Mungo Man and Lady Mungo. ANU scientists later led the campaign to declare Willandra a World Heritage area and continue to work actively in the area and with local Traditional Owner communities. The Ancestral Remains were returned to their Traditional Owners, the Mutthi Mutthi, Ngiyampaa and Paakantji / Barkandji peoples. The activities surrounding this ceremony included a scientific seminar where all stakeholders celebrated the strong research relationships between Traditional Owners, ANU researchers and those from other universities.

These are just some of the many examples of activities supported by NIG. There are others highlighted throughout this report.

* ANU provides an Annual Report to the Minister on the National Institutes Grant.
BUILDING BLOCKS

[section break page]
Outstanding staff

Recruiting outstanding academic staff and attracting staff to areas of strategic importance

Academic appointments of world leaders in their respective disciplines continued to be made in 2015. Appointments complemented existing research strengths and created greater critical mass and leadership in key discipline areas. Strategic appointments made in 2015 included the Vice-Chancellor’s Scholar – Indigenous History, the Vice-Chancellor’s Distinguished Professor of Political Science and Social Science Data Analytics, the Director – National Security College, the Director – Research School of Biology and the Director – Research School of Social Sciences.

Extensive international searches continued to be conducted for academic appointments, aimed at recruiting the best academic staff worldwide, with the demonstrated potential to become international leaders in their respective disciplines. ANU researchers attracted significant grant support in 2015 through highly competitive national schemes such as the ones administered by the ARC. Through grant and contract support, researchers addressed national research and innovation priority areas, that benefit the Australian people and global community. Further information on the University’s performance in attracting grants in 2015 is provided in the Research section of this report.

Once outstanding academic staff join ANU, academic talent is progressed through the University’s academic promotions framework. In 2015, the University developed and introduced a set of clear indicators to describe research, education and service contributions to provide guidance to academic staff in their career planning.

External international distinctions were awarded to our academic staff, in recognition of their pre-eminence and outstanding contribution to research, education and service to the academic community, with an increase in the number of senior academic promotions achieved in 2015. This included five Professor (level E2) promotions and two Distinguished Professor (level E3) promotions awarded.
TABLE 5: STAFF PROFILE BY ANU COLLEGE/AREA AND GENDER FOR 2015

<table>
<thead>
<tr>
<th>ANU COLLEGE/AREA</th>
<th>ACADEMIC</th>
<th>PROFESSIONAL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FEMALE</td>
<td>MALE</td>
<td>FEMALE</td>
</tr>
<tr>
<td>ANU College of Arts and Social Sciences</td>
<td>125</td>
<td>138</td>
<td>114</td>
</tr>
<tr>
<td>ANU College of Asia and the Pacific</td>
<td>121</td>
<td>172</td>
<td>147</td>
</tr>
<tr>
<td>ANU College of Business and Economics</td>
<td>50</td>
<td>85</td>
<td>49</td>
</tr>
<tr>
<td>ANU College of Engineering and Computer Science</td>
<td>20</td>
<td>95</td>
<td>36</td>
</tr>
<tr>
<td>ANU College of Law</td>
<td>52</td>
<td>56</td>
<td>45</td>
</tr>
<tr>
<td>ANU College of Medicine, Biology and Environment</td>
<td>197</td>
<td>228</td>
<td>247</td>
</tr>
<tr>
<td>ANU College of Physical and Mathematical Sciences</td>
<td>66</td>
<td>288</td>
<td>67</td>
</tr>
<tr>
<td>ANU Joint Colleges of Science</td>
<td>4</td>
<td>2</td>
<td>76</td>
</tr>
<tr>
<td>TOTAL COLLEGE</td>
<td>635</td>
<td>1,064</td>
<td>781</td>
</tr>
<tr>
<td>NON-COLLEGE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANU Service Units</td>
<td>7</td>
<td>9</td>
<td>612</td>
</tr>
<tr>
<td>Other Areas</td>
<td>4</td>
<td>4</td>
<td>34</td>
</tr>
<tr>
<td>TOTAL NON-COLLEGE</td>
<td>11</td>
<td>13</td>
<td>646</td>
</tr>
<tr>
<td>TOTAL</td>
<td>646</td>
<td>1,077</td>
<td>1,427</td>
</tr>
</tbody>
</table>

1 ANU HR management system data as at 31 March census 2015. Based on headcount.

TABLE 6: ACADEMIC STAFF HOLDING DOCTORATES FOR 2013-2015

<table>
<thead>
<tr>
<th>% of Total Academic Staff holding Doctorates</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian National University</td>
<td>86</td>
<td>87</td>
<td>87</td>
</tr>
<tr>
<td>All Other Group of Eight universities</td>
<td>69</td>
<td>74</td>
<td>72</td>
</tr>
<tr>
<td>All Australian universities</td>
<td>68</td>
<td>69</td>
<td>70</td>
</tr>
</tbody>
</table>

ANU HR management system and the Department of Education and Training staff data collection for 2015

Professional staff

The University recognises that the contributions of highly skilled and dedicated professional staff are critical to the success and future of the University, and we are committed to providing opportunities to build and develop talent to ensure continued success.

Professional staff have been recognised through the offerings of two highly competitive internal scholarship and grants programs for professional staff, namely the Professional Staff Development Endowment Fund (PSDEF) and the Professional Staff Scholarship Scheme (PSSS). Through these programs the University has committed to providing financial support to professional staff to enhance development and qualifications.

The PSDEF, established as a University policy, has provided numerous teams and individuals with the opportunity to attend various conferences, short courses, symposiums and seminars both on a
national and international level. In 2015 the grant assisted 75 per cent of applicants with financial support.

The continued commitment by the University to the development of professional staff was established in the ANU Enterprise Agreement (EA) 2013-2016 which offers up to 50 scholarships per annum of up to $2,500 per scholarship. The fund has provided for a large number of staff to advance their qualification and skills and knowledge, primarily through the attainment of formal qualifications. The scholarship receives applications from dedicated staff wishing to progress in their current field as well as staff making a career change by undertaking a certificate, diploma or a degree. In Round 1 of 2014, 88 per cent of applicants received funding. In Round 2, 2014, all eligible applicants received a scholarship. In the 2015 calendar year, 96 per cent of eligible applicants received funding assistance.

**HR Business Transformation:**

During 2015, a significant program of work on HR business transformation was undertaken to make it simpler and faster for staff to complete HR forms and processes. This work delivered streamlined, paperless and integrated administration of business processes including:

- an online Performance Development Review form for academic and professional staff
- an online application process for conferring honorary titles and honorary appointments (currently called POIs)
- automated processing of casual professional timesheets (academic timesheets are in development for delivery by January 2016)
- automated processing of annual and bi-annual increments for professional and academic staff
- an online application process for accelerated Increments for academic and professional staff.
Leaders in public debate and business interaction

ANU has continued to encourage and support staff to become leaders in public debate and business interaction throughout 2015.

Towards this end, the University has developed and supported key initiatives to create a cohesive environment for researchers to interact with, and create, local industry:

- ANU supports the Canberra Innovation Network (CBRIN), of which ANU is a foundation member. CBRIN has become a lynchpin in the Canberra innovation ecosystem. The co-working space for Canberra startups, Entry 29, is now co-located with CBRIN in Canberra City. In 2015 it grew to 150 co-working members across 50 companies. CBRIN now encompasses a small business growth program, where ANU College of Business Economics marketing students have been excelling in internship positions. ANU researchers have also participated in collaborative planning workshops at CBRIN such as the Collaborative Innovation Lab sandpits centred on space and renewable energy industry sector planning. The past year also saw the launch of the KILN incubator out of CBRIN. Four companies were selected to enter the screening process out of 55 prospects, with two being offered places in the incubation program.
- This year two ANU teams were admitted to the GRIFFIN accelerator, which links inexperienced entrepreneurs to experienced mentors. OzGuild and SignOnSite, graduated from the program this year, both started by ANU students.
- In 2015, ANU engaged a project management consultancy to investigate the feasibility of a Research and Innovation Hub at Mount Stromlo. The prospective hub will complement the work of the Research School of Astronomy and Astrophysics and provide a facility for industry and government partner organisations to gain access to space science.
- Throughout 2015, ANU has worked closely with the ACT Government, particularly on the development of their business development strategy, Confident and Business Ready. ANU provided input in planning this strategy and will take a leading role in several of the announced initiatives.

Innovative and energising environment

The University facilitates innovation training and development and provides opportunities for students and staff of all disciplines to interact with business and industry for social and economic benefit.

The Innovation ACT entrepreneurship program, which supports entrepreneurship in students and was founded out of ANU, recorded its biggest year yet in 2015 in both attendance and participation. Participation figures increased by 30 per cent from 2014. This year’s event included participants from ANU, UC, CIT, AIE, UNSW Canberra and CSU.

The Technology Transfer Office runs training sessions on IP, industry engagement, licensing and start-ups. TTO training programs for 2015 included:
• **SPARK Your Innovative Identity** (2 half-day workshops): Beginner level workshop giving ANU staff and students insights into how their existing skills can be valuable to innovation, commercialisation and entrepreneurial activities.

• **SPARK Your Innovative Journey** (2 half-day workshops): Intermediate level workshops providing an introduction to the research commercialisation process, including intellectual property, and various commercialisation pathways.

• **SPARK Innovation Bootcamp** (1 full-day workshop): Interactive sessions to teach academics, Higher Degree Research students and professional staff how to apply innovation frameworks to their careers.

In 2015, the ANU Computing Group Project courses evolved into the TechLauncher initiative. TechLauncher is an ANU initiative which enables students from any discipline to develop the research and professional skills required to use technology to bring great ideas to life and have a positive impact on our society. This year 28 projects were successfully completed from 70 applications.

During 2015, ANU has continued to build internal online education capacity, engaged with online education industry leaders and has entered into negotiations for the establishment of strategic commercial relationships aimed at significantly enhancing the scalable and sustainable online delivery of key post graduate education programs. The guiding principle for this endeavour is to set national and international standards for online program quality in order to increase the reach and impact of the University’s research-led education.
Awards for excellence

External Awards for Research

The individual excellence of our researchers across all fields speaks to our commitment to research excellence, and has been demonstrated in 2015 through dozens of awards, prizes and honours. It has been a bumper year, headlined by the award of the Prime Minister’s Science Prize to Professor Graham Farquhar [Note for designers - add in number – should be around page 20], as well as awards to Dr Ilya Shadrivov (Pawsey Medal), Dr Michael Ireland (Frederick White Prize), Professor Carola Vinuesa (Ramaciotti Medal), Dr Louise Farrer and Dr Sophie Lewis (ACT Tall Poppy of the year), Dr Colin Jackson (ACT Scientist of the Year, Rennie Medal), Professor Chennupati Jagadish (MRSI Silver Jubilee International Medal, IEEE Photonics Society Engineering Achievement Award, IEEE Nanotechnology Council Pioneer Award), Dr Scott Morrison (Australian Mathematical Society Medal), Dr Philip Batterham (Paul Bourke Award, Health Minister’s Award for Excellence), Professor Andres Cuevas (Becquerel Prize), Professor Chris Parish (ACT Senior Australian of the Year finalist), Professor Veronica Taylor (Japanese Foreign Minister’s Commendation), Professor John Makeham (Special Book Award of China), Dr Lachlan Blackhall (Batterham Medal), Dr Gordon Peake (ACT Book of the Year), Professor David Horner (Prime Minister’s Literary Award for History), and Professor Christine Charles (Women in Industry Excellence in Engineering Award). Professor Daniel Shaddock and start-up Liquid Instruments received four Tech23 Innovation prizes, and Emeritus Professor Larry Sitsky was presented with the 2015 Distinguished Service to Australian Music Award.

ANU researchers were also elected and appointed to a number of prestigious academies and orders during 2015, including Professor Kym Anderson AC, appointed a Companion of the Order of Australia, and Professor Brij Lal, appointed a Member of the Order of Australia. Professors Sharon Friel, Tom Kompas and David Horner were elected to the Academy of the Social Sciences in Australia; Professors Martin Asplund, Christine Charles, Malcolm Sambridge and Carola Vinuesa were elected to the Australian Academy of Science; and Professor Chris Parish was elected to the Australian Academy for Health and Medical Sciences. Professor Peter Warr was elected a distinguished fellow of the Australian Agricultural and Resource Economics Society and Professor Bruce Chapman a distinguished fellow of the Economic Society of Australia. Professor Daniel Shaddock and start-up Liquid Instruments received four Tech23 Innovation prizes, and Emeritus Professor Larry Sitsky was presented with the 2015 Distinguished Service to Australian Music Award.

Internationally, Professor Chennupati Jagadish was elected a fellow of the American National Academy of Inventors, Professor Jane Stapleton a Corresponding Fellow of the British Academy, Professor Matthew Colless a Fellow of the American Association for the Advancement of Science, Professors Michael Roderick and Hugh O’Neill as Fellows of the American Geophysical Union, and Professor Rabee Tourky a Fellow of the Society for the Advancement of Economic Theory.
External Awards for Education

Educational Fellowship Scheme

Since the start of 2014 ANU has been a subscribing institution of the United Kingdom Higher Education Academy (HEA) and accredited to award professional recognition in all four categories of HEA Fellowships within the Professional Standards Framework. These fellowships provide professional recognition of academic and professional staff, from ANU or other Australian universities, who:

- can demonstrate experience in, and knowledge of, teaching and learning
- have engaged with relevant professional development and
- are committed to acting as a professional.

One hundred and eighty-eight fellowships have been awarded to date across the four fellowship categories. The fellowship scheme has been adopted by seven other institutions, with 89 external fellows admitted.

National Office for Learning and Teaching Awards

ANU received five national teaching awards in 2015, with Citations for Outstanding Contribution to Student Learning, awarded to:

- Associate Professor Tony Foley from the Legal Workshop, ANU College of Law
- Dr John Debs and Associate Professor Nick Robins from the Department of Quantum Science, ANU College of Physical and Mathematical Sciences

There were three recipients of the Office for Learning and Teaching Awards for Teaching Excellence in 2015:

- Award for Teaching Excellence (Early Career category), to Dr Catherine J. Frieman in the School of Archaeology and Anthropology, ANU College of Arts and Social Sciences
- Award for Teaching Excellence (Physical Sciences and Related Studies category), awarded to Associate Professor Joe Hope in the Department of Quantum Science and the Physics Education Centre, ANU College of Physical and Mathematical Sciences
- Award for Teaching Excellence (Neville Bonner Award for Indigenous Education) to Dr Asmi Wood, ANU College of Law (see related story in Education section).

The Awards for Teaching Excellence represented an exceptional achievement for ANU. Not only did the University receive the highest number in the country. ANU was the only university to receive more than one award.

ANU Awards for staff

ANU Vice-Chancellor’s Awards for Staff Excellence

Vice-Chancellor Professor Ian Young AO recognised ANU staff who made an outstanding contribution to the University and its community at his annual excellence awards in November 2015.
The Awards went to:

- Public policy and outreach - individual awards: Associate Professor John Minns - ANU College of Arts and Social Sciences; Dr Dougald O’Reilly - ANU College of Arts and Social Sciences
- Public policy and outreach - team award: Science Engagement Champions - ANU College of Physical & Mathematical Sciences
- Innovation and excellence in service - individual awards: Mr Aaron Ballagh - Research Services Division; Mrs Lorena Kanellopoulos - Scholarly Information Services/Library
- Innovation and excellence in service - team awards: ANU Gateway and Staff Intranet Project Team - Marketing Office; HR Systems Upgrade Program of Work Team - Human Resources Division, Information Technology Services and the Division of Student Administration

**ANU Vice-Chancellor’s Awards for Excellence in Education**

The ANU Vice-Chancellor’s Awards for Excellence in Education recognise and reward the diverse contributions staff make to the quality of learning, teaching and the student experience in ANU. In 2015 there were 12 recipients of the Vice-Chancellor’s Awards for Excellence in Education in the categories of Teaching Excellence; Programs that Enhance Learning; Excellence in Supervision; Outstanding Contribution to Student Learning; Excellence in Tutoring or Demonstrating.

Names of award recipients:

- Award for Teaching Excellence: Associate Professor Katrina Anderson, ANU Medical School, Academic Unit of General Practice, Canberra Hospital, College of Medicine Biology and Environment; Dr Joseph Hope, Research School of Physics and Engineering, College of Physical and Mathematical Sciences; Dr Vinh Lu, Research School of Management, College of Business and Economics; Dr Catherine Frieman, (Early Career category) School of Archaeology and Anthropology, College of Arts and Social Sciences
- Award for Programs that Enhance Learning: The Indigenous Health Stream: Led by Professor Amanda Barnard, with Ms Gaye Doolan, Ms Samia Goudie, Dr Phyll Dance, Associate Professor Jenny Thomson, Associate Professor Christine Phillips, Professor Kirsty Douglas, and Dr Jill Bestic, ANU Medical School, College of Medicine, Biology and Environment; ANU Surveys and Evaluations: Led by Mrs Leone Nurbasari, with Ms Sara Rowley, Ms Bo Liu, Ms Karen Bell, Planning and Performance Measurement; Engaging with Community - Partnerships for Humanitarian Engineering at ANU: Led by Mr Jeremy Smith, Research School of Engineering, College of Engineering and Computer Science
- Award for Excellence in Supervision: Professor Diana Davis, ANU Centre for European Studies, College of Arts and Social Sciences
- 2015 Citation for Outstanding Contribution to Student Learning: Dr Ying-Yi Chih, Research School of Management, College of Business and Economics
- The Double Degree Project Management Group: Team led by Ms Felicity Gouldthorp, with Mr Andrew Alcorn, Ms Joan Angel, Ms Louise Barclay, Ms Jenny Borscz, Ms Therese Douglass, Mr Mark Erickson, Dr Sharyn Errington, Mr Ewan Evans, Ms Sarah Hawkins, Ms Marian Irvine, Mr Paul Melloy, and Ms Claire Shrewsbury.
- 2015 Awards for Excellence in tutoring or Demonstrating: Dr Rolando Ochoa from the School of Sociology, ANU College of Arts and Social Sciences; Dr Jill Sheppard from the School of Politics and International Relations, ANU College of Arts and Social Science
Call out story INXS band member Andrew Farriss at ANU

Andrew Farriss, the creative force behind iconic Australian rock band INXS, came to the ANU School of Music as a Visiting Fellow in 2015.

Mr Farriss, who was appointed the H.C. Coombs Creative Arts Fellow for 2015, is known for co-writing hits such as Original Sin, What You Need and Need You Tonight with INXS lead singer Michael Hutchence.

As Coombs Fellow, Mr Farriss worked closely with students and academics while passing on his expertise and knowledge to the next generation of musicians.

He was in residence at the School of Music in the year it celebrated its 50th Anniversary.
Inspired students

ANU continued to attract high-achieving students in 2015 with the percentage of graduate (HDR and postgraduate coursework) students rising from 36 per cent in 2011 to 45 per cent in 2015. In 2015 13 per cent of the University’s total student load were higher degree research students and 32 per cent were graduate coursework students.

Increase in student numbers

The equivalent full-time student load has gradually increased each year since 2011.

### TABLE 7: EFTSL BY PROGRAM CAREER FOR 2011 TO 2015*

<table>
<thead>
<tr>
<th>Program Career</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Degree Research</td>
<td>2,031.70</td>
<td>2,054.10</td>
<td>2,117.92</td>
<td>2,132.48</td>
<td>2,145.21</td>
</tr>
<tr>
<td>Postgraduate Coursework</td>
<td>2,977.20</td>
<td>3,376.94</td>
<td>3,986.00</td>
<td>4,873.25</td>
<td>5,067.88</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>8,809.90</td>
<td>8,777.63</td>
<td>8,500.13</td>
<td>8,396.63</td>
<td>8,756.38</td>
</tr>
<tr>
<td>Non-award</td>
<td>102.6</td>
<td>93.25</td>
<td>78.19</td>
<td>81.50</td>
<td>64.94</td>
</tr>
<tr>
<td>Enabling</td>
<td>51.8</td>
<td>66.13</td>
<td>74.69</td>
<td>103.00</td>
<td>4.38</td>
</tr>
<tr>
<td>Grand Total</td>
<td>13,973.2</td>
<td>14,368.04</td>
<td>14,756.92</td>
<td>15,586.85</td>
<td>16,038.77</td>
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</tbody>
</table>

* As at 14th December 2015

### TABLE 8: % OF HDR(DOC/MASTERS BY RESEARCH) LOAD TO THE TOTAL EFTSL 2011-2014

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian National University</td>
<td>15%</td>
<td>14%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>All Other Group of Eight universities</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

Source: ANU HR management system and the Department of Education and Training

ANU increasingly attracts high-achieving undergraduate students.

### Table 9: Median ATAR Scores for 2011 to 2015

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
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<tbody>
<tr>
<td>Median entry ATAR score*</td>
<td>93.7</td>
<td>92.65</td>
<td>95.55</td>
<td>97.2</td>
<td>97.15</td>
</tr>
</tbody>
</table>

Source: UAC Data - Student ID 2011-2015

* We only count applicants with an ATAR less than 100

2015 ANU Annual Report
Research-led education

In 2015, the ANU research-led educational experience was supported by co-curricular programs in which student researchers worked with their peers to develop written and oral communication skills, and platforms in which student researchers’ work is more accessible to a wider audience.

The inaugural ANU Student Research Conference featured oral, poster and visual arts presentations from over 60 undergraduate, Honours and postgraduate coursework students from all academic colleges and students from IARU institutions participating in the VC Course Mobilising Research during the IARU Winter School program. The conference was organised through a student organising committee of eight undergraduate and postgraduate coursework students, 22 student reviewers and six HDR student judges. The cumulative audience at the conference was 930 across ten sessions.

The ANU Undergraduate Research Journal, volume 6, was published in 2015, featuring 14 prize-winning papers presented at either the Australasian Conference of Undergraduate Research or the international Undergraduate Awards in 2014. The journal is edited by Higher Degree Research student editors mentored by staff. Use of the library digital collections to make a greater variety of student research, including visual, aural and temporal works, more accessible to a wider audience is currently being explored.

The 2015 international Undergraduate Awards attracted 122 submissions from ANU undergraduate students, resulting in 14 highly commended papers and two prize-winning papers. Two prize winners and three highly commended students attended the Global Summit in Dublin in November.

[Call out story] Lighting communities through passion

A revolutionary project run by an ANU student has brought hope and economic opportunities for locals in rural Cambodia.

Rebecca Watts studied a Bachelor of Commerce/Bachelor of Engineering (Honours) at the ANU Research School of Engineering.

At the beginning of 2015, with the support of the New Colombo Plan, Rebecca spent time in the Secret Beach community in rural Cambodia on the Engineers Without Borders (EWB) Design Summit, which inspired the direction she has taken.

The community in Secret Beach had no electricity or running water, meaning that people were reliant on kerosene lamps or car batteries to power lights and appliances.

With her major in Renewable Energy Systems at ANU, Rebecca was struck by the opportunity for solar energy technologies in rural Cambodia, and she created a project to explore the possibilities.

Her project brought solar systems into the homes of people in rural Cambodia. She worked on the project with local people, which gave them the chance to develop their own knowledge.
Through this project, Rebecca has been able to begin a process of social change, which is increasing productivity and reducing health risks, emissions and costs for users. She is now working with EWB to bring solar-powered systems to the whole community.

Call out story: ANU students present new ideas for innovation

The next generation of software developers and entrepreneurs from ANU presented high technology projects to potential investors and industry partners at the TechLauncher showcase held in October.

One of 20 new projects, Design Profile, created during TechLauncher, has already been used by representatives of the United Nations in Nairobi, the Kenyan health system, government and NGOs ahead of the product launch.

Design Profile is a psychometric test available free online and gives users across the globe an insight into their natural design tendencies, behaviours and aptitudes.

Design Profile was created by four ANU students with their client design consultancy company ThinkPlace.
Engaged alumni and a culture of philanthropy

Engaged alumni and a culture of philanthropy

ANU Alumni Relations and Philanthropy works to create a community of engaged alumni, a cohort of dedicated ANU volunteers and a culture of philanthropic giving to support students, researchers and excellence at ANU.

Alumni and philanthropy at a glance

[STATS- present as per infographics in 2014 Annual Report]

$8,116,771 raised
1759 donors
3075 gifts
7 realised bequests
97 volunteers (worldwide)

Alumni by academic College

[Infographics -following design of 2014 Annual Report]

<table>
<thead>
<tr>
<th>College</th>
<th>#</th>
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<tbody>
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<td>CASS</td>
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<td>CBE</td>
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<td>CAP</td>
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<td>CECS</td>
<td>4634</td>
</tr>
<tr>
<td>ANU Wide</td>
<td>446</td>
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</tbody>
</table>
Engaging with alumni

The participation of alumni is a priority for the University, with almost 50 per cent of its community of 93,390 graduates engaged with ANU.

In 2015, ANU continued to enhance opportunities for the global alumni community to support the University and remain connected to each other through programming (including mentoring), events and the establishment of volunteer-led networks.

Fostering partnerships and growing relationships

Relationships with alumni were strengthened in 2015 through the ANU Alumni Awards, the Global Careers Mentoring Program and the Reunion Long Lunch. More than 3,000 alumni participated in events in Australia and internationally, including the Alumni Awards Gala Dinner at the National Gallery of Australia, the annual alumni and friends’ reunions in the United Kingdom and Singapore, and the Melbourne End of Year Alumni Gala at Parliament House in Victoria.

Figure 1: Alumni Engagement Percentage by year

[ppt attached for Graph – marketing to use appropriate design for graph]
Supporting ANU through volunteering
Alumni volunteers play a key role in helping the University engage with students and the broader alumni community, contributing their time and expertise in a number of ways. In 2015 ANU alumni volunteered more than 1,000 hours of their time as speakers, mentors and ambassadors.

The volunteer-led ANU Young Alumni Council delivered networking events for alumni under 35 years of age in Canberra and Sydney, and commenced the year with a planning day that resulted in a new governance structure.

Engaging alumni outside the ACT
International alumni engagement remains a priority for ANU, with a focus on developing new, and enhancing existing, networks and chapters through a regional alumni hub framework.

Global alumni networks in Melbourne, North America, Singapore, Malaysia, Japan, London and Hong Kong delivered events in Australia and internationally that helped to engage students, alumni and friends outside the ACT. Recipients of Alumnus of the Year Awards were honoured in Singapore and New York.

Infographic – world map - following design of 2014 Annual Report:

<table>
<thead>
<tr>
<th>Country</th>
<th>#</th>
</tr>
</thead>
<tbody>
<tr>
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<td>PHILIPPINES</td>
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<tr>
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<td>-------------------------------</td>
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<tr>
<td>CANADA</td>
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<td>INDIA</td>
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<td>KOREA, SOUTH (REPUBLIC OF KOREA)</td>
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<td>THE NETHERLANDS</td>
<td>91</td>
</tr>
<tr>
<td>NEPAL</td>
<td>91</td>
</tr>
</tbody>
</table>

**Recognising and celebrating alumni**

Outstanding alumni were recognised for their achievements at the annual Alumni Awards Gala. Now in its third year, the ANU Alumni Awards celebrate students and alumni for their achievements and contributions in a range of areas. Along with the Alumnus of the Year, 12 other alumni were honoured across eight categories.

Professor Michael McRobbie AO FAHA, a global leader in higher education and President of Indiana University, was recognised as the 2015 Alumnus of the Year.

**Other recipients included:**
- Postgraduate Student of the Year
  Brad Carron-Arthur
• Undergraduate Student of the Year (joint recipient)  
  Jessica Avalon

• Undergraduate Student of the Year (joint recipient)  
  Ben Duggan

• Young Alumnus of the Year (joint recipient)  
  Henry Makeham

• Young Alumnus of the Year (joint recipient)  
  Robert Wiblin

• International Alumnus of the Year  
  Theresa Foo-Yo Mie Yoen

• Alumnus of the Year - Research or Academic (joint recipient)  
  Professor Paul Sanberg

• Alumnus of the Year - Research or Academic (joint recipient)  
  Professor Howard Morphy

• Alumnus of the Year - Innovation and Entrepreneurship (joint recipient)  
  Robert Foster

• Alumnus of the Year - Innovation and Entrepreneurship (joint recipients)  
  Phillip Williamson and Michelle Melbourne

Recipients of the Vice-Chancellor’s Commendations were:

• Vice-Chancellor’s Commendation for Alumnus of the Year - Innovation and Entrepreneurship  
  Dr Victor Pantano

• Vice-Chancellor’s Commendation for Young Alumnus of the Year  
  Dr Phoebe Williams

• Vice-Chancellor’s Commendation for Young Alumnus of the Year  
  Dr Lachlan Blackhall

• Vice-Chancellor’s Commendation for Postgraduate Student of the Year  
  Arjuna Mohottala

• Vice-Chancellor’s Commendation for Postgraduate Student of the Year  
  Gracia Billy Yosaphat Y Mambrasar
Creating a culture of giving – annual giving

Following the successful launch of the Annual Giving Program and the ANU Fund in 2014, the Annual Giving team implemented a diverse range of collaborative fundraising activities throughout the year. Annual Giving partnered with the Research School of Earth Sciences, Burton and Garran Hall, the Research School of Astronomy and Astrophysics and the ANU Foundation USA to deliver four targeted appeals. Highlights also included the ANU Phone Appeal and the Day of Giving campaign.

Spanning six weeks in September-October, the second ANU Phone Appeal focused on support to the ANU Fund, which was established to provide funding for priority projects across the University, including scholarships, teaching, research, and community activities. This appeal resulted in 855 pledges and raised $93,845, including $18,220 (194 donors) directed to the Day of Giving campaign.

During the Phone Appeal the inaugural Day of Giving campaign was launched, with a target to raise $50,000 for the National Institute for Mental Health Research. The campaign raised $101,520, including a matched gift of $50,000 provided by two anonymous donors and a $120 contribution from the Bruce Hall community through their Protect Your Head Campaign. A total of 472 donors gave to the appeal. Donors included alumni, staff, students, and friends of ANU with 337 first-time donors to the University.
In 2015, 980 alumni responded to Annual Giving appeals by making a donation (including both cash and pledged gifts) to the University. Compared to institutions of similar size and age, this is an excellent result, especially considering the Annual Giving program is still in its infancy.

[Infographics -following design of 2014 Annual Report;]

**2015 Annual Giving Statistics**

1) 1029 donors (alumni, staff, students, friends)

2) $206,117 donated (to The ANU Fund, RSES, RSAA, B&G and NIMHR)

3) 83% of alumni who donated in 2015 gave through Annual Giving

**2015 Phone Appeal Statistics**

1) $93,845 pledged

2) 850 pledges

3) 16.44% of alumni spoken to donated

**The impact of philanthropy**

In 2015, ANU was the beneficiary of gifts from many generous donors. Some examples are highlighted below.

Ms Judith Wilson (awarded an Honorary Master of Arts at ANU in 1996) made a generous gift of $450,000 to establish the Leslie Zines Memorial Endowment in memory of her partner, the late Professor Leslie Zines AO. Professor Zines was the Dean of the ANU Faculty of Law in the 1970s and 80s, and was recognised as one of Australia’s leading experts on constitutional law. The endowment will support the Leslie Zines Memorial Student Travelling Fellowship to enable and encourage students to study overseas. It will also support the Leslie Zines Memorial Student Scholarship in constitutional law, comparative federalism and federal jurisdiction.

Mr David Akers, General Manager of the ANU College of Medicine, Biology and Environment and the ANU College of Physical and Mathematical Sciences, established an endowment with his wife and mother to honour the memory of his uncle, Private Clark Davis Ivins (1919-1943). Private Ivins died of wounds inflicted at the Battle of Milne Bay in Papua New Guinea during the Second World War. The Clark Davis Ivins Memorial Endowment supports an annual prize for students studying Security Studies at ANU and a travel grant to support student exchange with Japan. Mr Akers not only makes generous personal contributions to the endowment, along with his family, but also leads a fundraising campaign to increase awareness and support for the cause.
The Graeme Wood Foundation pledged $536,868 to continue to fund the ANU Fenner School of Environment and Society’s biodiversity research in the Victorian Central Highlands. The Foundation also established The Environmental Law Endowment to support research on law and policy-making to address environmental and climate issues.

Donor recognition

In 2015, the University launched its inaugural bequest society, the ANU Springbank Circle, to recognise and thank individuals who have made a gift in their will to ANU. The launch was well attended with 30 founding members being present, including the inaugural Patron of the ANU Springbank Circle, ANU Chancellor Professor the Honourable Gareth Evans AC QC FASSA FAIIA and the Vice-Chancellor Professor Ian Young AO.

Members may be staff, alumni or anyone with a desire to financially support ANU. ANU Springbank Circle members receive unique benefits, including a calendar of events, in recognition of their generous commitment to support ANU and its staff and students.

Two ANU Springbank Circle events this year highlighted some of the diverse research being carried out at ANU. The first event explored the work of Professor Hannan, the Centenary Chair for Cancer Research and Head of the Department of Cancer Biology and Therapeutics at The John Curtin School of Medical Research. Professor Hannan’s captivating presentation focused on cancer research and its impacts on the Canberra community.

Professor Patrick De Deckker AM FAA from the Research School of Earth Sciences offered members a close-up examination of The Smith Map. Professor De Deckker’s presentation explored the life of William Smith who became known as the ‘Father of Geology’ and included a viewing of the treasured map.

On 14 December, ANU welcomed more than 300 donors and supporters to University House to its annual Celebration of Giving. The popular and long-standing event is one of the ways the University celebrates the philanthropic contribution donors make to ANU and is an opportunity to thank supporters personally and highlight the year’s activities.

This year’s theme for the event celebrated the life of Joan Duffield and her generous contributions to the Research School of Astronomy and Astrophysics.
Call out story:

Professor Alex Rogers, Director of the Observatory, showing Joan Duffield the 74 inch telescope, with former Vice-Chancellor Professor Laurie Nichol in 1990 at the Mount Stromlo Observatory.

[Note for designers – crop out names at the bottom of the image]

The Joan Duffield bequest - creating a legacy

Joan Duffield, a treasured member of the Mount Stromlo Observatory community and a long-time supporter of science and astronomy, made a significant and generous bequest to the Research School of Astronomy and Astrophysics.

Joan’s father, Walter Geoffrey Duffield, was the founding Director of the Observatory. Joan spent much of her childhood living at Mt Stromlo with her family and watched as the Observatory was built around her.

Over the course of Joan’s long life she maintained a keen interest in the Observatory and ANU. In 1996 the Joan Duffield Postgraduate Scholarship was established to encourage outstanding Australian students to pursue PhD degree courses in Astronomy and Astrophysics at ANU. Her scholarship has supported 21 students over 18 years.

In 1999, Joan set up the Duffield Chair in Astronomy in honour of her father. The current Chair is Professor Kenneth Freeman who was awarded the Prime Minister’s Prize for Science in 2013.
In the 2003 Canberra Bushfires, the Observatory’s heliostat dome was gutted and damaged beyond repair. It was Joan who funded the precision re-engineering of the heliostat. In an interview in 2003, Joan said “I feel so privileged to have witnessed the change over the last 80 years... it’s a beautiful place to come to.”

In 2010, Joan celebrated her 100th birthday on Mount Stromlo.

In 2014, at 104 years old, Joan Duffield died peacefully. She left behind a loving family of nephews and nieces, many of whom remain connected to the Research School of Astronomy and Astrophysics and the Mount Stromlo Observatory.

Joan’s ashes are interred at Mount Stromlo, buried beside her mother’s ashes and her father’s grave.

Professor Matthew Colless, Director RSSA, remembers Joan fondly.

“Joan had a strong personal attachment to Mount Stromlo which she followed up over a very long lifetime,” he said.

“She would come up and visit Stromlo every year, make sharp enquiries, comment on how things had changed... she was genuinely very engaged, it was a real pleasure to have her involved.”

Dr Brad Tucker, Astronomer and Outreach Coordinator, RSAA, said.

“Even though Walter Duffield and his daughter Joan are not around, their passion and their legacy and their nurturing can continue into the future.”

Joan’s generous gift, along with her legacy, will benefit students and the ANU community for generations to come.
Call out story: New ANU endowment for developing-world scientists

Distinguished physics Professor Chennupati Jagadish AC and his wife Vidya have initiated a new endowment fund to bring science students and academics from the developing world to study and undertake research at ANU.

The Chennupati and Vidya Jagadish Endowment Fund will pay for up to four scholarships or fellowships a year for students and researchers from the developing world to study or conduct collaborative research for up to three months at the Research School of Physics and Engineering (RSPE).

The first students will take up their scholarships in 2016.

Professor Jagadish is one of the world’s most esteemed scientists and has called ANU home for more than 25 years.

He said that he funded the endowment to ensure that researchers from developing countries have the opportunity to access world-class facilities such as those at ANU.

“I am grateful for the opportunities I had in my life and would like to provide opportunities for others,” Professor Jagadish said.
National outreach

Relationships with business

In 2015, ANU made further inroads towards its 2020 goal of developing strong and enduring relationships with business organisations. This assists the process of organisations to access the depth of expertise in the University, and gives ANU academics the opportunity to engage in research and education activities that mutually align.

Based on an evolving relationship with Software company Teradata, the ANU College of Engineering and Computer Science is currently designing a new Master’s degree in Applied Data Analytics. The new degree will be designed to address a global shortage of graduates with skills in data analytics as applied to high-quality, data-informed decision making.

In 2015 the ANU College of Business and Economics was announced as a foundation partner of the SAP Institute for Digital Government. The institute was established to spur public sector innovation. In collaboration with government agencies, universities and partner organisations, the institute will facilitate innovation through digital technology for deeper policy insight and improved service delivery.

New companies based on ANU Intellectual Property (IP) continued to thrive in 2015 including:

- NuCoria is developing partnerships to commercialise the objective visual field testing technology developed by Ted Maddess, Andrew James and Corrine Carle from The John Curtin School of Medical Research (JCSMR). The technology has generated significant interest from leading global ophthalmology companies and the US defence agencies. The company is also pursuing collaborative partnerships locally and internationally to develop neurology applications.

- Beta Therapeutics, an ANU spin-off company, is undertaking commercial development of new diabetes treatments to address a significant and rapidly growing world-wide health issue. The current $30 billion annual international market for diabetes therapeutics is expected to reach $60 billion by 2023. The company’s therapeutics have been developed based on research conducted by Professor Chris Parish, Dr Charmaine Simeonovic and their teams at JCSMR and have been substantially advanced through commercial research undertaken by internationally recognised groups at the ANU Research School of Chemistry. In 2015 Beta Therapeutics achieved significant commercial milestones, including an option to license agreement with a top 10 international pharmaceutical company and a second round of private investment.

- Liquid Instruments, a company spun out of the Research School of Physics and Engineering in 2014, has released its first product, an all-in-one test and measurement device with reconfigurable hardware. In 2015 the company began exporting the locally manufactured high-end electronic device to customers in the US and China, reaching more than $100,000 in revenue in the first quarter after launch.
Call out story - ANU students play their cards right with tech startup

Two ANU students, brothers Nick and Sebastian Harrison, are developing a technology that will allow players and commercial traders to digitise cards from the trading game *Magic: The gathering*, and work with them online.

The technology allows players to take photos of their *Magic: The Gathering* cards using their smartphone, then, using innovative machine vision technology, the software scans the cards and creates a digital catalogue for the user through OzGuild’s online platform and mobile app.

Commercial traders such as game stores can also utilise the technology to digitise and display their catalogues through the online platform, potentially giving them access to customers worldwide.

It was announced in June that Nick and Sebastian’s startup, OzGuild, was one of seven teams accepted into the 2015 intake of the GRIFFIN Accelerator. As part of the GRIFFIN Accelerator, Nick and Sebastian took part in a three-month intensive program to help them to develop their venture.

Over the three months, they were hosted, taught and mentored by a team of experienced local entrepreneurs who invested $25,000 in their business in exchange for 10 per cent equity. The investment from Griffin follows on from $2,000 support the team had already received through participation in ANU Student Association’s START program, and $10,000 seed funding through last year’s InnovationACT, a local startup education program run by ANU.

They launched the Beta version of their product in August, which grew to 1,600 users in a month.

At the end of December, their first investment round closed, which brought an injection of $315,000 to their company. They attended local games convention, Cancon, in December to launch their paid service.

ANU start up wins national innovation awards

High-technology company Liquid Instruments, started by researchers at The Australian National University (ANU), won four national innovation awards at the annual Tech23 2015 Awards.

The company was started by Professor Daniel Shaddock from the ANU Research School of Physics and Engineering to make high-technology instruments for use by scientists and engineers.

The company has already raised more than $1 million in venture capital from ANU Connect Ventures and Australian Capital Ventures Ltd.
Industry
This year also saw the launch of the Discovery Translation Fund 2.0 (DTF2.0), an extension of the original fund which was created in 2011. The DTF and DTF2.0 aim to assist the commercialisation of innovation and technologies originating from the Canberra region, with ANU and The University of Canberra each committing $500,000 per annum to the fund for the next three years.

A joint research and development (R&D) centre for research, development and application of colossal dielectric materials commenced in January 2015 that includes ANU and Fenghua Company, Xian Jiaotong University and Shanghai Institute of Ceramics.

Genentech’s strategic target discovery program with ANU was initiated at the beginning of 2014, and has resulted in the identification of a gene, Gasdermin-D, which is involved in sepsis progression. These exciting results were published in Nature in September 2015. The collaboration has recently been extended to the end of 2016, and expanded to investigate other genes that may be involved in innate immunity.

Possible call out story: New gene a key to fighting sepsis [if space permits]
Scientists have identified a gene that could potentially open the door for the development of new treatments of the lethal disease sepsis.

Researchers from The Australian National University (ANU) and the Garvan Institute of Medical Research worked with Genentech, a leading United States biotechnology company, to identify a gene that triggers the inflammatory condition that can lead to the full-body infection sepsis.

Sepsis is a severe whole-body infection that kills an estimated one million people in the United States alone each year. It occurs as a complication to an existing infection, and if not treated quickly can lead to septic shock and multiple organ failure, with death rates as high as 50 per cent.

Researchers were aware that sepsis occurs when molecules known as lipopolysaccharides (LPS) on the surface of some bacteria infiltrate cells, triggering an immune response that causes the cells to self-destruct. But exactly how the self-destruct button was pressed remained a mystery.

Scientists at Genentech showed that Gasdermin-D usually exists in cells in an inactive form. When the LPS molecules enter the cells they trigger an enzyme called caspase-11, a kind of chemical hatchet, to lop the protective chemical cap off Gasdermin-D, which in turn leads the cells to self-destruct.

The team employed a large-scale forward genetics discovery platform to screen thousands of genes for those involved in the LPS-driven self-destruct pathway of cells.

The team found that the new gene created a protein, Gasdermin-D, that triggers cell death as part of the pathway to sepsis.

The breakthrough was published in Nature in September.
Sirtex and ANU have extended their strategic relationship in the development of novel medical technologies to 2018 at JCSMR. The collaboration commenced in 2010. Sirtex has also extended its support of a Chair at the University for the same period.

The research collaboration between researchers at the Research School of Biology and Bayer CropScience was extended in 2015, with projects continuing into 2016 to conduct comparative growth trials testing photosynthesis improvements in mutant plants for field trials.

Professor Kathy Griffiths and her team at the National Institute of Mental Health Research, who have successfully developed other evidence-based online self-help programs, have developed an e-learning program called Mental Health Guru (MH-Guru) to help address these issues in the workplace. MH-Guru provides training on depression and anxiety for all employees in an organisation, and has been shown to increase mental health knowledge and decrease stigma in the workplace in a recent randomised control trial.

The development and testing of the program was funded by the Commonwealth Department of Health and Ageing and the Discovery Translation Fund.

Community Engagement

The University continues to play an important role in the local ACT community and in 2015 held a number of public events and outreach activities.

Experience ANU

During 2015, the University held more than 700 public events which attracted more than 25,000 people to campus. Highlights of the year included:

- an evening with US astrophysicist and host of Cosmos Dr Neil deGrasse Tyson that brought a sell-out crowd of 1,300 to campus
- breaking two Guinness World Records for the most people star gazing at one time and most people stargazing at multiple locations
- the ‘Meet the Author’ series which featured 29 Australian and international authors
- event partnerships with The Mars Society, National Press Club, History Teachers’ Association and Order of Australia Association
- the inaugural SoundBites ACT concert featuring Andrew Farriss, of INXS fame, and students from the ANU School of Music
- the ‘Eat, Drink and be Literary’ series featuring David Malouf, Magda Szubanski, Kerry O’Brien and Annabel Crabb

In late August, the ANU Open Day drew a further 7,500 prospective students and parents to the University. Open Day is a cornerstone event for ANU, showcasing the campus and educational offerings to prospective students. More than 900 staff and student volunteers participated in this year’s event on 29 August, with overall visitor numbers up by 35 per cent. Notable successes during the day included the information sessions held in Manning Clark lecture theatres and the ‘Battle of
the Brains’ academic debate. This year ANU ran a stage in Union Court showcasing activities of people on campus such as ANU School of Music students, the ANU Dance Club, the Griffin Hall band, Woroni Radio and alumnus Dr Graham Walker and the Scicycle.

The Annual Twilight Festival at the end of November was again very well attended with more than 1,700 staff, students and alumni coming to the ANU School of Art precinct to participate in the activities of the evening.

VIP events and government engagement

The University hosted 149 VIP visits and 230 Diplomatic Heads of Mission attended events on campus. The Governor-General attended the Tuckwell Scholars’ welcome dinner in February and he also hosted a reception for Tuckwell scholars at Government House in June. This year saw increased attendance on campus by politicians – the Minister for Foreign Affairs visited four times and the Minister for Education, Minister for Health, Minister for Infrastructure, Minister for Industry and Science, and the Assistant Treasurer came for various events. Over the course of the year 54 politicians attended ANU events on campus, 17 took part in ANU expert events and ANU hosted 11 political announcements.

Online engagement and media

ANU has a significant online presence and is highly engaged in the digital space. The University published 70 podcasts generating 9,324 downloads and 8,100 plays. The University also produced 485 video packages, and added 222 videos to ANU TV generating 907,684 views and 6.4 million minutes watched.

The University’s social reach grew considerably through the year. The @ANUmedia account is the largest ANU account on Twitter, with 10,000 followers and a reach of 27.7 million through 1,712 tweets in 2015. The main ANU Facebook page with 157,700 followers reached 32.2 million people with 78.7 million impressions in 2015. Video content directly uploaded to Facebook was viewed 651,000 times. The most successful Facebook post for 2015 was the QS Rankings announcement, which reached 1.3 million people, with 168,000 post engagements and generated 30,000 page views to the linked news story.

ANU academics also had a strong year and helped to shape public debate on issues of national and global importance. The media team posted more than 270 media releases in 2015, ensuring ANU voices were central to the media discussion. ANU academics dominated media coverage on issues such as Australia’s decision to join air strikes on Syria, the adverse health impacts of smoking, the rise in violent extremism, climate change and the federal budget, attracting both domestic and international coverage. In partnership with the ABC, the ANUpoll also received national coverage for polls on Australian identity, Indigenous recognition in the Constitution, and class in Australia. Key ANU science stories in 2015 also attracted global coverage, including the BCC, New York Times,
South China Morning Post and Washington Post. Altogether, ANU media stories reached close to half a billion people in 2015.

Through 2015 the University managed a series of strategic relationships to enhance the profile of ANU as the national university, including with the ABC, The Canberra Times, The National Press Club of Australia, the Science Media Centre, The Conversation and Questacon.
[Call out story] ANU sets two world records for stargazing

ANU has been written into the history books with two Guinness world records for the most people stargazing at one time and most people stargazing at multiple locations. The event took place on 21 August 2015.

The first record was set at the ANU campus as part of the University’s contribution to National Science Week. The previous record stood at 640 people at a single site. ANU set the new record with more than 1,800 people on site at the University, all looking at the heavens through telescopes and binoculars at the same time.

An incredible 7,960 people at 37 sites from Tasmania to Western Australia all turned their eyes to the heavens simultaneously, smashing the previous record of 3,006 people at 33 sites in Mexico and capturing the second record for ANU.

This event was not only a media and online viral sensation, but brought together a large section of the ANU and Canberra communities.
International outreach

ANU expanded and strengthened its international outreach throughout 2015. In addition to hosting a wide range of institutional and government visits, the University received more than 25 visits by international and strategic partners during the year. Outbound delegations, led by the ANU Executive, visited key international partners, including an “ANU Day” at Peking University. ANU signed over 57 new agreements, covering student exchange, articulation and other collaborative arrangements in 2015.

Opportunities for student mobility continued, including exceptional results from the Federal Government-sponsored New Colombo Plan, and a newly launched scholarship scheme through Westpac.

Student enrolments again increased, with an overall growth of 3.45 per cent.

Table 10: INTERNATIONAL ENROLMENT 2014-2015

<table>
<thead>
<tr>
<th>Home Location by Region</th>
<th>Postgraduate</th>
<th></th>
<th>Undergraduate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2015*</td>
<td>2014</td>
<td>2015*</td>
</tr>
<tr>
<td>North-East Asia</td>
<td>2,304</td>
<td>2,429</td>
<td>1,262</td>
<td>1,461</td>
</tr>
<tr>
<td>North Africa and The Middle East</td>
<td>89</td>
<td>86</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>Americas</td>
<td>245</td>
<td>218</td>
<td>102</td>
<td>101</td>
</tr>
<tr>
<td>North-West Europe</td>
<td>113</td>
<td>99</td>
<td>32</td>
<td>28</td>
</tr>
<tr>
<td>South-East Asia</td>
<td>692</td>
<td>644</td>
<td>521</td>
<td>469</td>
</tr>
<tr>
<td>Southern and Central Asia</td>
<td>365</td>
<td>419</td>
<td>86</td>
<td>114</td>
</tr>
<tr>
<td>Oceania and Antarctica</td>
<td>75</td>
<td>66</td>
<td>32</td>
<td>21</td>
</tr>
<tr>
<td>Southern and Eastern Europe</td>
<td>51</td>
<td>51</td>
<td>7</td>
<td>8</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>94</td>
<td>55</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>12</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Grand Total</td>
<td>4,029</td>
<td>4,079</td>
<td>2,065</td>
<td>2,225</td>
</tr>
</tbody>
</table>

Notes
*Based on provisional enrolment data as at 14 December 2015.
New Zealand Citizens are classified as domestic students.
Postgraduate Category includes HDR and postgraduate coursework students.
Undergraduate category includes undergraduate, enabling and non-award students.
All data reflect primary programs only.
**Universities and research organisations**

In April 2015, the Vice-Chancellor Professor Ian Young led a delegation of senior ANU academics to China, visiting Peking University (PKU) and the Chinese Academy of Sciences (CAS). A highlight of the visit to Beijing was a very successful “ANU Day at PKU” where ANU showcased a range of special projects to demonstrate the strong collaborative relationship existing between the two universities, including the development of a PKU-ANU dual PhD program. The two universities were also able to jointly develop a stronger relationship with the China Scholarship Council. Other collaborative opportunities within the Humanities and Social Sciences will be further explored in 2016.

The visit to CAS also successfully enhanced the relationship between our two universities, and will build on the existing frameworks and partnerships, especially with the science-based ANU-CAS Dual PhD Degree agreement signed in 2014.

In 2015, ANU also ran a pilot program on behalf of the International Alliance of Research Universities (IARU). It has been the intention of ANU for some time to refocus the ANU offering for the IARU Global Summer Program (GSP) to become more research focused, with an emphasis on research methodology and the positioning of research within society. The course was extremely well received and will be run again in 2016, with the additional input of collaborative teaching-in from two IARU partner universities.
Developing links with international research funding and philanthropic agencies

ANU is dedicated to establishing international philanthropic relationships to support and enhance research programs at the University.

The 2015 year has seen a number of successful international collaborations at ANU, including a substantial research grant that has been awarded to the Research School of Economics through the US-based Alfred P. Sloan Foundation. This grant has enabled ANU Professor John Stachurski, in partnership with Nobel Laureate Tom Sargent, to raise the level of computational skills and tools within the economics profession.

In the Research School of Astronomy and Astrophysics, a significant donation has been received from the ANU Foundation USA to support world-leading planetary science research. This donation supports the cost of an astronomer who is specifically exploring exoplanets (planets beyond our own solar system), and traversing the field of astrophotonics (the application of photonics to astronomical instruments).

At the Research School of Chemistry, an agreement was signed between ANU and the Institute for Protein Research at Osaka University, Japan, to foster research collaborations in the area of protein chemistry. This agreement provides a framework for international scientific cooperation – including developing joint symposia, and work exchange programs between the two institutions.

ANU continues to build partnerships across the globe to strengthen and enrich its stance as a world-class research institution.

ANU has also been building on existing linkages within Europe, particularly with France and Germany. The University hosted several high level visits, most recently a French delegation from several leading research organisations. This meeting will result in a number of potential research collaborations on a range of areas including climate change, alternative energy, mathematics and the social sciences. Both the ANU Vice-Chancellor and Deputy Vice-Chancellor (Research) conducted tours to Germany in 2015, resulting in collaborative research linkages being established, especially with Humboldt University.

Governments

The Sponsor Relations Office was established in 2015 to support the development and implementation of foreign government sponsorship agreements, and strengthen coordination of administration for international sponsored students. The Sponsor Relations Office took over the responsibility of collaborating with the governments of the People’s Republic of China and Taiwan to administer the jointly funded China Scholarship Council (CSC) – ANU Scholarship and the Taiwan – ANU Scholarship, respectively.

The China Scholarship Council and ANU have an agreement to jointly fund the CSC-ANU PhD Scholarship program. Under the scheme, ANU awards full tuition scholarship and CSC provides a
living allowance, travel and visa costs for up to four years, for the recipients. In the 2015 round of the CSC – ANU Scholarship, ANU nominated 27 eligible candidates to CSC, of whom 15 were selected to receive scholarships. As of November 2015, eight CSC – ANU Scholarship recipients have commenced their studies at ANU. Another six recipients are due to commence by early 2016. One candidate declined the scholarship offer.

ANU and the Taiwan Ministry of Education signed an agreement in 2012 to establish the Taiwan – ANU PhD Scholarship program. Scholars under this scheme are awarded up to four years of full tuition and a living allowance. ANU and the Taiwan Ministry of Education jointly cover the costs of compulsory fees and the living allowance. In the 2015 round of the Taiwan – ANU Scholarship, ANU nominated four candidates to the Taiwan Ministry of Education and all four were selected to receive scholarships. They have now commenced studies at ANU.

Incoming CSC – ANU and Taiwan – ANU scholarship recipients were welcomed to the start of their PhD program in October at an HDR Sponsored Students Seminar featuring Dr Inger Mewburn, Director of Research Training, as guest speaker.

The international study experience

Building on the University’s success in 2014 in obtaining a range of grant funding to mobilise ANU students under the Department of Foreign Affairs and Trade New Colombo Plan (NCP) Mobility and Department of Education and Training mobility schemes, ANU secured more than $750,000 to support outbound and inbound mobility in 2015/16. This funding is facilitating learning abroad opportunities for 228 students to study short-term and semester programs in Cambodia, China, Colombia, Hong Kong, Indonesia, Japan, Korea, Mexico, Myanmar, Singapore, Taiwan, Turkey, the United States of America and Vietnam.

In addition to the short-term and semester mobility scheme funding, six ANU students were awarded the prestigious 2015 NCP Scholarships by the Department of Foreign Affairs and Trade, including two who were named as NCP Fellows for Mongolia and Brunei respectively, out of only 17 Fellows Australia-wide.

During 2015, the University established partner relationships with non-government organisations to support and fund learning abroad for ANU students, including the Westpac Bicentennial Foundation, National Australia Bank and Mitsui Educational Foundation.

In 2015 ANU built on earlier initiatives to increase equity group participation in learning abroad. Funding, assessment and admin channels and processes were reworked to engage students who identify as Aboriginal or Torres Strait Islander, have disabilities and long-term medical conditions, refugee and humanitarian status, regional or remote backgrounds, and are the first in family to attend university. This is in addition to opening access to global opportunities to first-year students and reducing academic barriers to participation.
A focus on Asia and the Pacific

ANU has continued to maintain its strong focus on Asia and the Pacific throughout 2015 via a range of activities that build engagement and enhance understanding of the region.

In 2015, Crawford School of Public Policy entered into a new partnership with the University of Papua New Guinea (UPNG) School of Business and Public Policy. With funding from the Australian aid program, a number of Crawford academics will be based in Port Moresby teaching and researching in the areas of economics and public policy. This program will foster the short-term reciprocal exchange of students and academics from both Schools.

ANU continues to encourage Australia’s next generation of policymakers to engage more deeply with the region. A new National Parliamentary Fellowship Program run by Crawford School offers three-month placements in parliamentary offices in India and Japan for postgraduate students from Group of Eight (Go8) universities.

Crawford School of Public Policy’s new online platform, Policy Forum (www.policyforum.net), was launched in 2015. It provides accessible writing from experts across the globe on a broad range of regional public policy issues. Since launching, it has published the work of more than 300 authors reflecting on Asia-Pacific policy challenges. The website has helped place ANU at the centre of public policy debate, discussion and analysis in the region.

ANU is one of the world’s leading academic institutions for the study of Myanmar. The Myanmar Research Centre was established within the ANU College of Asia and the Pacific in 2015. It serves as the university’s academic hub for Myanmar-related activities.

The ANU Indonesia Project had its 50th anniversary this year. Instigated by HW Arndt in 1964, it has been at the forefront of building greater understanding between Indonesia and Australia, and fostering relationships between students, scholars and policymakers for five decades. The anniversary was celebrated with a series of events including talks from senior Indonesian political figures and members of the Australian public service.
Call out story: Coral Bell School of Asia-Pacific Affairs named in honour of leading international relations thinker

In February 2015, the ANU College of Asia and the Pacific honoured the life and legacy of one of Australia’s first female diplomats and a distinguished academic who blazed a trail for women into the international politics field by naming the School of International, Political and Strategic Studies after her.

Described as Australia’s most distinguished analyst of contemporary international politics, Dr Coral Bell AO (1923–2012) was an internationally renowned scholar with a close connection to the Departments and Centres within the School. Dr Bell spent more than 40 years working on issues at the forefront of international relations, on topics such as the Cold War, power politics, diplomacy, and Australian and US defence and foreign policy. She made huge contributions to Australia’s diplomatic profile and understanding of international affairs, along with mentoring and educating many individuals who now have moved into senior positions in government and academia.

In addition to being one of Australia’s most renowned international relations scholars, Dr Bell was also highly respected by policymakers nationally and internationally. She is remembered for dedicating her life to ensuring the world avoided nuclear war.

In February, the University welcomed the Australian Foreign Minister, the Hon Julie Bishop MP, who was herself inspired by Dr Bell, to campus to launch the newly named School.

“In the field of foreign policy, this School has been instrumental in shaping the thinking on issues such as China’s re-emergence and the future of Asia, arms control, women’s empowerment in the Pacific, peace building, transnational crime and a whole host of foreign policy and diplomatic issues,” Ms Bishop said.

The Coral Bell School of Asia-Pacific Affairs will carry on the spirit and values Dr Bell embodied. The School brings together the University’s focus on international relations, strategic studies, and politics and society in the Asia Pacific and aims to be recognised as the world’s pre-eminent centre for research and education on the international, political, societal, and strategic affairs of Asia and the Pacific.

Possible call out story: ANU to build greater links with China

A high-level delegation from ANU visited China in April to strengthen research collaboration between the two countries.

The delegation was led by Vice-Chancellor Professor Ian Young AO and included leading researchers from across the University. They held talks with their counterparts at two of China’s most prestigious research institutions, Peking University (PKU) and the Chinese Academy of Sciences (CAS).

The visit demonstrated the University’s recognition of China as a significant partner in education and research.
The China visit included more than 20 ANU researchers across materials and nanoscience, astronomy and astrophysics, life sciences, earth and environment, and medical research.

Myanmar/Burma Update 2015
In 2015, the University continued its tradition of high-quality research, teaching and engagement focused on Myanmar with its biennial Myanmar/Burma Update conference.

Held in early June in the lead up to the country’s first free and fair elections in 25 years, the two-day conference assessed the character of political and economic change in the country.

Bringing together leading experts from Australia, Myanmar and around the world, the event examined the country’s ethnic insurgencies, religious conflicts and contentious politics from a range of perspectives.

The conference also heard a rare address in English by the Speaker of Myanmar’s Upper House of Parliament, HE U Khin Aung Myint, and saw the launch of the ANU Myanmar Research Centre.

Since first taking place in the 1990s, the Myanmar/Burma Update conference series has grown to become a key component of global scholarly engagement with the long-isolated but rapidly changing Southeast Asian nation.

In 2015 the Myanmar/Burma Update continued this strong tradition of impartial and robust analysis of the country’s economic, political and social conditions.

Freely open to the public, the media, policymakers, students and scholars, the series highlights the University’s commitment to scholarly work on Myanmar across a range of disciplines, and plays a major part in ensuring its role as a world-leading leading centre for the study of Asia and the Pacific.
Embedded access and equity

Table 11: Domestic Student Enrolments Based on SES 2013 - 2015

<table>
<thead>
<tr>
<th>Equity_Australia_SES</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>10,431</td>
<td>11,120</td>
<td>11,149</td>
</tr>
<tr>
<td>Low</td>
<td>670</td>
<td>738</td>
<td>702</td>
</tr>
<tr>
<td>Medium</td>
<td>3,472</td>
<td>3,618</td>
<td>3,486</td>
</tr>
<tr>
<td>Unknown</td>
<td>307</td>
<td>353</td>
<td>192</td>
</tr>
<tr>
<td>Grand Total</td>
<td>14,880</td>
<td>15,829</td>
<td>15,529</td>
</tr>
</tbody>
</table>

source - data in Equity file as 11/8/2015 - 2015 data are provisional.

Table 12: Domestic Indigenous Student Enrolments 2013 - 2015

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>Indigenous</td>
<td>69</td>
<td>62</td>
<td>77</td>
<td>93</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>Non-Indigenous</td>
<td>5,990</td>
<td>6,554</td>
<td>7,213</td>
<td>8,231</td>
<td>7,633</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>Indigenous</td>
<td>86</td>
<td>88</td>
<td>84</td>
<td>78</td>
<td>76</td>
</tr>
<tr>
<td></td>
<td>Non-Indigenous</td>
<td>7,985</td>
<td>8,149</td>
<td>8,149</td>
<td>8,101</td>
<td>8,550</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>14,130</td>
<td>14,853</td>
<td>15,523</td>
<td>16,503</td>
<td>16,339</td>
</tr>
</tbody>
</table>


Table 13: Gender Distribution of Student Enrolments 2011 - 2015

<table>
<thead>
<tr>
<th>Program Career</th>
<th>Gender</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>F</td>
<td>4,749</td>
<td>5,125</td>
<td>5,653</td>
<td>6,577</td>
<td>6,162</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>4,315</td>
<td>4,697</td>
<td>5,186</td>
<td>5,772</td>
<td>5,625</td>
</tr>
<tr>
<td></td>
<td>U</td>
<td>1</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>F</td>
<td>5,393</td>
<td>5,349</td>
<td>5,293</td>
<td>5,258</td>
<td>5,609</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>5,024</td>
<td>5,077</td>
<td>4,980</td>
<td>4,982</td>
<td>5,237</td>
</tr>
<tr>
<td></td>
<td>U</td>
<td></td>
<td>4</td>
<td></td>
<td></td>
<td>5</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>19,481</td>
<td>20,248</td>
<td>21,113</td>
<td>22,597</td>
<td>22,644</td>
</tr>
</tbody>
</table>


Table 14: Staff Gender Distribution 2011 - 2015

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Gender</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>F</td>
<td>583</td>
<td>626</td>
<td>638</td>
<td>650</td>
<td>646</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>1,105</td>
<td>1,133</td>
<td>1,151</td>
<td>1,076</td>
<td>1,077</td>
</tr>
<tr>
<td>Non-Academic</td>
<td>F</td>
<td>1,403</td>
<td>1,428</td>
<td>1,423</td>
<td>1,326</td>
<td>1,427</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>1,041</td>
<td>1,051</td>
<td>1,035</td>
<td>999</td>
<td>1,005</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>4,162</td>
<td>4,277</td>
<td>4,299</td>
<td>4,051</td>
<td>4,155</td>
</tr>
</tbody>
</table>

source - data from Staff_Fulltime_Fractional file
In order to attract and retain the best world talent, the University continues its focus on implementing and participating in initiatives and programs to increase a balanced workforce profile, addressing gender and diversity inequality.

The Vice-Chancellor continued to progress university-wide actions through his chairmanship of the ANU Gender Oversight Committee to achieve ANU 2020 strategic goals to accomplish a percentage of women in senior academic and professional roles equal to or exceeding the Go8 average.

Presentations to senior academic staff on the issues of unconscious bias were initiated to achieve gender-equitable recruitment and promotion processes. An active approach was undertaken to promote suitably qualified women and assist applicants through a structured mentoring program for women seeking academic promotion.

ANU is committed to celebrating and raising awareness and understanding for staff who may identify with different diversity issues, through coordinating events and supporting training and understanding. LGBTI sessions run this year were well received.

ANU has been selected to participate in the Science in Australia Gender Equity (SAGE) pilot program to address lack of gender equity and other forms of inequality. This accreditation and improvement program for higher education and research organisations will see ANU collect, analyse and present data on gender equity policies and practices in STEMM departments, as well as identify gaps and opportunities for improvement. Participants will work towards an Athena SWAN Award at the Institutional Bronze level, which is a mandatory requirement for future Silver and Gold awards at the institutional and departmental levels. The initiative is hosted by the Academy of Science, with a steering committee comprised of senior STEMM academics, government science advisors and gender equity experts. The steering committee is co-chaired by the University’s incoming Vice Chancellor Professor Brian Schmidt.

Call out story: ANQ Staff Network

The University has a network for Lesbian, Gay, Bisexual, Trans and Intersex (LGBTI) identifying staff. ANQ provides ANU academic and professional Queer staff and their associates with informal social and professional networking. Straight and Queer-friendly (Ally) staff may also be welcomed to some events.

This network was reinvigorated in 2015 with new affiliates, activities, and network principles. The current coordinators are Carolyn Strange (academic) and Lukas Sigut (professional). They plan to share more information and engage in more staff events in the future.

Gender and Sexual Diversity

ANU is a member of Pride in Diversity, an Australian peak not-for-profit organisation supporting employers to become more LGBTI inclusive. A joint ANU and CSIRO presentation was delivered at the Pride in Practice Conference in Sydney on 30 December 2015. Lukas Sigut, Diversity Consultant, was the ANU presenter.
The break-out session was titled “Creating LGBTI impact and relevance” and explored the value of establishing employee networks and initiatives within world-leading universities and research institutions.

Possible call out story

Engineering graduate wins top ANU student prize

An engineering graduate with a passion for reaching out to school students was presented with the University’s most prestigious prize for undergraduates, the Tillyard Prize in December 2015.

Samantha Cheah’s passion found an outlet in the Robogals program which encourages girls to pursue science, technology and engineering. But when the equity program supporting Robogals was shut down, she jumped in and started a program to fund it and other outreach programs.

Samantha’s outreach program, Engage, has now supported three different outreach organisations to visit 626 students at 15 different schools in New South Wales and the ACT. It has a volunteer staff of five students.

Now she has finished her degree, Samantha has big plans to grow Engage beyond a voluntary organisation, and has found mentors to help her do this.

The Tillyard Prize is celebrating its 75th year in 2015. It is awarded to an undergraduate student whose personal qualities and contribution to University life have been outstanding. It was first awarded in 1940 by the precursor of ANU, Canberra University College.

Possible call out story/box: Professor Catherine Waldby, first woman to head Research School of Social Sciences (RSSS)

Professor Catherine Waldby began as RSSS Director in September 2015 – the first woman to hold the position. She intends to further develop collaborations with disciplines including science, technology, medicine and economics.

Professor Waldby has decades of experience melding the biosciences and social sciences worlds, is a Fellow of the Academy of Social Sciences in Australia and co-edits the London-based Biosocieties interdisciplinary journal for the social studies of life sciences.
Effective organisation

ANU addresses its effectiveness through a variety of mechanisms but one of the most important is an annual survey of senior academic and professional staff, measuring satisfaction with administrative services. This survey has been in place since 2013. Over that period, the largest increases in average satisfaction have been in the quality of management information and reporting, the management of enterprise systems and the management of minor works projects and refurbishments. Respondents also complimented the improvements in market research and analysis, service improvement initiatives and operational planning.

Nearly all service areas demonstrated improved levels of satisfaction.

Policies and procedures

The new Policy Governance Framework for the University came into operation in July 2015. It provides the structure within which University policies, procedures, guidelines and forms operate. The Framework is intended to improve the quality, understanding, accessibility, and compliance with policy documents by officers, staff and students of the University. The Framework is supported by an online ‘Policy Library’, which was updated and refreshed in 2015, and a comprehensive training program for staff which is regarded as best practice in the higher education sector, and which has enjoyed strong demand from staff wanting to enrol.

Information systems

The University’s information technology infrastructure plays a critical role in enabling and supporting teaching, learning, research and administration. Information Technology Services (ITS) is one of the University’s largest service divisions and provides unified management and support of a wide range of academic and corporate information services, including the planning and development of the University’s information infrastructure.

Major areas include networks (wired and wireless), communications, computing platforms, data stores, desktop and mobile access, high-performance computing, online publishing, enterprise systems, student learning environments, ANU IT Service Desk and IT security. ITS coordinates its services with those provided by and within Academic Colleges and Service Divisions to form a cohesive, university-wide information technology infrastructure.

ITS also provides a range of support services to the University such as IT procurement, software management, project management, business analysis, and purchasing and contract management.

In 2015, ITS delivered the following major projects, often in cross-unit collaboration with Service Division and Academic College partners:

Product Lifecycle upgrades

- ANU Workspace
- ANU Online Program of Work - Upgrades (Moodle, Syllabus Plus, Adobe Connect)
- DSpace upgrade
New capabilities

- Chemical Management System which replaced the Chemical Inventory System
- ANU Online Program of Work – New capabilities (Echo360, Turnitin)
- ServiceNow portal
- Parking (CellOPark and vPermit)

Infrastructure

- Research Repository
- Decommissioning of old infrastructure, including Windows 2003 servers and Pebble storage.

Shared innovation

ITS worked closely with the ANU College of Arts and Social Sciences IT Team to migrate their computer fleet from a locally managed domain to the University Domain Service (UDS), to allow a centralised authentication service experience. This saw 1,108 individual computers (886 PCs and 222 Macs), and 1500 accounts move onto UDS. This activity was essential foundational work for the Identity and Access Management project (IdAM). This ITS project, which began in 2014, has been designed to enable increased efficiency, consistency and visibility of the management of University user accounts; and is additionally seeking to create a significantly reduced sign-on environment for the ANU network.

The success of this pilot has paved the way for other Colleges to migrate to UDS.

Review of administration

The processes of administrative reform, commenced in 2013 and 2014, continued actively during 2015. External benchmarking in early 2015 confirmed that the University had already made a major impact in reducing administrative costs.

During 2015, there was a major focus on streamlining human resources administration with the automation of professional staff casual timesheets, online processes for visitor and honorary appointments, staff recruitment activities and an online performance development review for all staff.

Financial administration was also improved with agreement to centralise all financial transaction processing and the new Finance shared services team collocated in September and October.

The University has been one of the last universities to maintain a paper-based records management system. This was finally changed in 2015 when a new electronic records management system commenced. It has resulted in:

- immediate and faster access to records/information,
- control over information through secure management and tracking of records, and
- reduced risk through improved retrieval of relevant documents and greater compliance with relevant legislative requirements.
In 2014, we commenced the process of consolidating the University website. In 2015 this continued with the consolidation and redesign of all the services websites. This went live on 29 July 2015 and involved the creation of 29 databases with more than 4,600 database entries, over 2,500 webpages and 3,900 redirects from old websites to new webpages. The next phase of this ongoing work focuses on the University library site and on the student accommodation websites.

New processes for online input and validation of research data for both ERA and HERDC were implemented with significant improvements to data quality and to overall output measurement. The statement of academic activity, an individual scorecard for every member of the academic staff provides integrated information on research grants, teaching, publications and HDR supervision in a single report with drill through to detailed transaction lists for all of these activities. It was first issued on 1 July 2015.

**ANU Online**

Lecture capture and playback service: During 2015, the bespoke and obsolete Digital Lecture Delivery (DLD) service was decommissioned and replaced with Echo360 as a collaborative project between ITS and ANU Online. The new system can be used to capture combined audio and display outputs presented during lectures or other teaching activities, such as fieldwork, laboratory sessions and workshops, for use in the ANU Moodle system, known as Wattle. It has been installed in 92 teaching venues across campus.

**Call out story Digital transformation of administrative processes**

At the end of 2014, the 'Intelledox Digital Transformation Centre' was established within the University's Service Improvement Group to deliver automated and streamlined business processes with the long-term goal of ongoing administrative improvement.

One year on, the University has used the Intelledox software (Infiniti) to replace a number of complex manual processes with digital solutions, integrating technology and bringing information silos together. The majority of these processes are high in volume and the current estimate is that administrative savings are already in excess of $1 million.

The first administrative process digitised was travel approval and 13,500 applications were processed over 12 months. This captured data provided insight into travel patterns and volumes which has driven change to University policy on payment of travel per diems and post-travel diary.
administration (reducing administrative overheads). The travel system also supports the University in accounting for ANU staff in the event of an emergency anywhere in the world.

The process for onboarding of visitors and honorary appointees has also been streamlined and automated using the Infiniti software. This process went live in July and 750 applications have been processed over a four-month period. Staff professional development reviews were automated in September and 320 performance appraisals undertaken with the total volume expected to be in excess of 4,000 per annum.

Work has also commenced on a number of processes to improve the student experience, including degree management processing (both HDR and coursework), HDR milestone reporting and management, and credit transfer.

Digitalisation software company Inteledox (founded by two ANU Alumni) donated its flagship ‘Infiniti’ software to the University in September 2014 and the partnership will continue to play an integral role in supporting the administrative reform agenda of the University.
High-quality infrastructure

ANU is well on track to meeting its goal of providing high-quality infrastructure. In the past two years the University has committed in excess of $260 million to capital works projects, including the development of new 500-bed student accommodation due to open for the 2017 academic year.

Commitment to the continued development of the maintenance management framework has seen significant improvement in asset management. ANU also contributed to the development of the Acton Peninsula Structure Plan in collaboration with other national and territory organisations.

Capital Works

ANU has committed in excess of $260 million to capital works over a period of approximately seven years. Design and planning of works commenced early 2015. The design works for the new ANU College of Arts and Social Sciences Research School of Social Sciences building is now well advanced. Consultants have progressed the precinct master planning and building design for the ANU College of Engineering and Computer Sciences/Mathematical Sciences Institute and Research School of Physics and Engineering project. The construction of these buildings will commence in 2016/7.

Design, planning and procurement works have progressed on the H.C. Coombs, ANU College of Law and R.N. Robertson building refurbishments.

Project Works

In addition to the capital works program, ANU has undertaken a wide range of small and medium-sized building projects during the year. These projects included upgrading and replacing capital equipment, as well as a range of major and minor building refurbishments. This stream of work will continue through 2016, with projects underway at the Drill Hall Gallery, Underhill, Peter Baume and Birch buildings. There will also be car park and road upgrades, and a variety of landscaping projects.

A program of hazardous materials surveys commenced in 2015 will be completed in 2016. This included updating Asbestos Registers for most of the ANU buildings. These registers are being progressively made available online, to improve stakeholder and contractor safety and also access to up-to-date information.

Property Maintenance

Providing high-quality infrastructure is one of the building blocks for success as identified in ANU by 2020.

The change management program for the Maintenance Portfolio was released during 2015. The new Maintenance Portfolio structure is driven by a desire to more effectively support asset management, better protect the value of the University’s assets, ensure adequate resources in areas of core business and provide increased standards of service across the University.
The development of new processes and systems will be progressed during 2016 to support the move towards a more preventative maintenance service model.

Efficiencies were sought from the multi-user list of contractors (preferred contractor panel) during 2015. A key outcome was a review of the preventative maintenance arrangements resulting in a number of new contracts being established. These new contracts have reduced contractor direct costs and improved University business processes. Further efficiencies will be pursued during 2016.

**Information Technology**

The *Australian National University IT Strategy 2015-2017* was released in July 2015 ([https://services.anu.edu.au/planning-governance/planning-review/anu-it-strategy-2015-17](https://services.anu.edu.au/planning-governance/planning-review/anu-it-strategy-2015-17)), and was developed to support the University’s strategic plan, *ANU by 2020*, in particular relating to the core objectives of Effective Organisation and High Quality Infrastructure. In the *ANU IT Strategy*, the University clearly states its intention to “Renew core infrastructure to meet capacity and availability requirements of the organisation today and into the future while delivering on expectations.” To this end, the Data Network Transformation Program has been established. Its stated objectives are:

- over the next three years, aggressively upgrade its base infrastructure with the view of ensuring future capacity needs are met
- build a network infrastructure where the underlying management is simplified, enabling resources to be directed to more value-added types of activities
- provide enhanced cyber and digital security to the University
- implement software defined networks that aggregate core, distribution and access technologies into a single management panel, and
- manage risk to the University by enabling business continuity.

**IT Assets Management Plan**

ANU Workspace is a program of work which encompasses the lifecycle of desktop and laptop computers, and focuses on the creation of a hardware procurement portal; a software app store catalogue; the development of a University-wide Standard Operating Environment (SOE) and an upgrade to current software applications, including the replacement of Windows 8 and Office 2013; along with the associated IT asset management; the implementation of SCCM to manage software licensing and deployment; and the introduction of a regular refresh cycle for desktops and laptops.

The Data Network Transformation Program of Work, flagged above, is also intended to substantially improve the lifecycle management of the University’s core network infrastructure.

**Partnership with business**

Construction on new 500-bed student accommodation commenced during 2015. This project is being completed in partnership with UniLodge.

The collaboration with other national and territory organisations pursued through the year resulted in the finalisation of the Acton Peninsula Structure Plan.
Call out story: Construction of SA5

In August, the University announced plans for the construction of a new $53 million student residential building to house an extra 500 students on campus from 2017.

Around 5,000 students currently live in student accommodation in ANU college residences and demand for extra affordable student accommodation remains strong.

The new residence is to be built on the corners of Clunies Ross Street, Dickson Road and Daley Road, and will help to revitalise an under-used section of the campus.

The new residence will feature self-catered accommodation with multiple self-service kitchens in the main hall, providing a social atmosphere for students as they prepare meals.

The new buildings will include shared spaces for socialising on each level.

[Call out story] Upgrade of WiFi in student residences

ANU students will be able to access WiFi speeds up to three times faster as part of a major upgrade of wireless infrastructure across the Halls of Residences.

The upgrade started in November was completed by the start of the 2016 academic year.

It has ensured blanket wireless network coverage for all residents in their ANU-owned residential College rooms, dining halls and common areas. A separate remediation project to address the privately owned residential Colleges will then commence in January 2016.

Karen Hill, Director of Information Technology Services (ITS), said the project will triple the University’s wireless infrastructure with an extra 2,200 access points.
**Broad resource base**

During 2015, the University undertook a strategic review of its financial structures and strategies. A key element arising from the outcomes of this review was to restructure a significant proportion of the University’s existing debt. A debut issue in the Medium Term Note market raised $200m from domestic and Asian investors at 3.98 per cent for 10 years. This was a saving of over 4 per cent on existing University debt. Following the conclusion of this deal the University began the process of retiring existing debt. This debt restructure was the first action in a series of strategic financial changes which will be continued in 2016.

In revenue diversification, the University saw a 13 per cent increase in first preferences from domestic students for undergraduate placements at a time when overall applications across the ACT and NSW were flat.

In addition to diversifying its revenue growth through coursework education and training, ANU has looked to diversify its resource base through research and consultancy income.

This year saw the start of a three-year agreement with the Department of Foreign Affairs and Trade (DFAT) for ANU to deliver postgraduate education, training and professional development opportunities for suitably qualified Africans from eligible countries. The program will involve academics across two different colleges across campus and will be managed by ANU Enterprise.

The Centre for Personalised Immunology (CPI), an NHMRC Centre of Research Excellence established in 2014, has focused on discovering genetic mutations that cause immune diseases with the goal of delivering treatment strategies targeted to the individual. The capacities and discoveries of CPI have formed the basis of ANU business development with national and international industry and public health organisations. An agreement with the Shanghai Institute of Rheumatology was achieved in 2015 to facilitate cooperation towards the establishment of a Joint Research Centre for Personalised Immunology and focused engagement with industry in Shanghai. It is anticipated that a further, significant partnership will be announced in early 2016.

Funding from DFAT’s Global Partnerships for Development Program continued this year with ANU and the University of Yangon in Myanmar achieving critical milestones in their three-year collaborative program. Senior delegations both from and to Yangon University have resulted in revision of the program to now include a reciprocal academic visitor program and a PhD supervision training program at the request of Yangon University Executive.

2015 saw the establishment of the ANU Centre for Social Research and Methods within the Research School of Social Sciences. The Centre’s research is a joint initiative between the Social Research Centre (SRC), an ANU Enterprise business, and the ANU. The Centre’s research focuses on:

- the development of social research methods
- analysis of social issues and policy
- training in social science methods
- providing access to social scientific data.

In drafting the 2016 budget, the University took further steps to balance the budget and, pursuing a long-term strategy of the University Council, bring the allocation to capital and infrastructure to the
level required. Further work will be required in the 2017 budget process but the shift is already laying the ground for major improvements in the University’s infrastructure.

Call out story ANU and the World Wide Web

ANU is set to play a major role in the future development of the Web after being chosen as the new host of the World Wide Web Consortium (W3C) Australia Office.

Jointly hosted by the ANU College of Business and Economics and the ANU College of Engineering and Computer Science, the W3C Australia Office is helping to define international standards and shape the future of the Web, and provides college staff and researchers with the opportunity to work with leading companies in the web space, including Google, Microsoft and Apple. ANU is helping W3C serve the needs of communities in technology, research, business, industry and government, while staying at the forefront of the latest developments and ideas in Web technology.

Dr Amin Haller is the manager of W3C Australia Office, and through his involvement in the W3C is assisting ANU researchers to expand their current areas of interest, including Web payments, digital publishing, linked open data and Web security.

Dr Haller has worked on The Australian Government Interactive Functions Thesaurus (AGIFT), a three-level hierarchical thesaurus maintained by the National Archives that describes the business functions carried out across the Commonwealth, state and local governments in Australia. Dr Haller is also the Chair of the Australian Government Linked Data Working Group. Using linked data formats will allow the government to better share information across departments, and help break down silos.

The Office is working with technology and policy leaders to further develop and promote the implementation of W3C standards in Australia.
MANAGEMENT & ACCOUNTABILITY

[Section title page]
CORPORATE GOVERNANCE

Overview

The Council serves as the governing authority of The Australian National University (ANU) and its controlled entities. Good corporate and academic governance is a fundamental part of the culture and academic and operating practices of the University. The key aspects of the University’s corporate and academic governance framework and practices for the 2015 year are outlined below.

In August 2014, the Minister for Education and Training commissioned Emeritus Professor Sally Walker, Deloitte Touche Tohmatsu, to conduct a review of the Australian National University Act 1991 and the governance arrangements contained within it. The review had a primary purpose to ensure that the University’s legislative and governance arrangements remained fit for purpose, and its findings and recommendations were aimed at assisting ANU to maintain and enhance its status as a leading university, nationally and internationally, for the coming decades. Professor Walker and Deloitte advisors undertook their work, over the ensuing months, in a highly collaborative manner with the Chancellor and University staff.

The review found that ANU is a highly successful university, consistently ranking among the top universities in Australia and the world, and that there is much about the governance of the University that is exemplary. The review report made 29 recommendations aimed at further strengthening the University’s governance arrangements and ensuring that its legislative arrangements will allow the Council to govern effectively into the future.

The ANU Council considered the report in 2015, and welcomed its recommendations, and accepted all of the recommendations, subject only to minor qualifications. The full report and the response of the ANU Council is available at: http://www.anu.edu.au/about/governance/committees/council.

In December 2015, the Council assessed and re-affirmed its view that the University is in compliance with the corporate and academic governance requirements of:

- Australian National University Act 1991
- Public Governance, Performance and Accountability Act 2013
- Higher Education Standards Framework (Threshold Standards) 2011
- Voluntary Code of Best Practice for Governance of Australian Universities

Council’s strategic focus

The University’s strategic direction is the subject of consideration at the annual Council Planning Day, which, in 2015, was held at ANU House, Melbourne in February. This was supplemented by ongoing discussions throughout the year by Council and its Strategy Working Group. The focus of the Council in 2015 has primarily been on the development of a new strategic plan, ANU by 2025. This process has been led by the Chancellor and Vice-Chancellor, with appropriate input from the Vice-Chancellor-elect. The new strategic plan is expected to be formally adopted in the first half of 2016.
The decision of Vice-Chancellor, Professor Ian Young AO, to step down from the role at the conclusion of his first term in order to return to full-time research required the Council to deliberate on a new chief executive appointment to lead the University from 2016. The Council established a process with a world-wide search for a leader who, like those who have gone before, unequivocally shared the University’s passion for excellence – right across the spectrum of basic, applied and policy-focused research, of education and training, and of public policy outreach – and who is capable of delivering this in an ever-changing, and very challenging, higher education environment.

At a special meeting in June 2015, the Council resolved to appoint Professor Brian Schmidt AC from 1 January 2016 as Vice-Chancellor. The Council was of the view that Professor Schmidt has the vision, vitality, global stature and communication skills to take the national university to places it has never been before.

A rolling forward agenda of strategic discussion topics is maintained to ensure that the Council steers the University with considered regard for emerging strategic opportunities and challenges. Council’s strategic discussions in 2015 considered the issue of deregulation of the higher education sector, Indigenous expertise and activities, international student diversity, education strategy, innovation and commercialisation, research strategy, administrative service improvement, and alumni relations and philanthropy.

**Functions of the University**

The University is a research-intensive educational institute, established by an Act of the Commonwealth Parliament in 1946. Section 5 of the *Australian National University Act 1991* specifies the functions as:

- advancing and transmitting knowledge, by undertaking research and teaching of the highest quality
- encouraging, and providing facilities for, research and postgraduate study, both generally and in relation to subjects of national importance to Australia
- providing facilities and courses for higher education generally, including education appropriate to professional and other occupations, for students from within Australia and overseas
- providing facilities and courses at higher education level and other levels in the visual and performing arts, and, in so doing, promoting the highest standards of practice in those fields
- awarding and conferring degrees, diplomas and certificates in its own right or jointly with other institutions, as determined by the Council
- providing opportunities for persons, including those who already have post-secondary qualifications, to obtain higher education qualifications
- engaging in extension activities.

In the performance of its functions, the University must pay attention to its national and international roles and to the needs of the Australian Capital Territory and the surrounding regions.
Council
The Council is established under section 8 of the *Australian National University Act 1991* as the governing authority of the University.

Responsibilities
Powers are conferred upon Council to control and manage the entire University under section 9 of the *Australian National University Act 1991*. However, save for matters that the Act prescribes cannot be delegated; the management control of the University is delegated to the Vice-Chancellor.

The responsibilities of the Council may be described, in summary form, and consistent with the *Voluntary Code of Best Practice for the Governance of Australian Universities*, as follows:

Strategic oversight:
- approving the mission and strategic direction of the University
- ensuring that the vision and goals are turned into effective management systems
- monitoring the implementation of the strategic plan.

Ensuring effective overall management:
- appointing the Vice-Chancellor and monitoring his or her performance
- overseeing and reviewing overall management performance
- monitoring the academic activities and performance of the University.

Ensuring responsible financial and risk management:
- approving the annual budget
- approving and monitoring systems of control and accountability
- overseeing and monitoring the assessment and management of risk
- ensuring the University’s compliance with legal requirements.
Composition
The Council comprises 15 members who hold membership by virtue of either appointment, election or their office. The following table details the membership of the Council throughout 2015:

<table>
<thead>
<tr>
<th>Position</th>
<th>Incumbent</th>
<th>Status</th>
<th>Original Appointment Date</th>
<th>Expiry Date of Current Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor (appointed by Council)</td>
<td>Professor the Hon. Gareth Evans AC QC FASSA FAIIA</td>
<td>External</td>
<td>1 January 2010</td>
<td>31 December 2018</td>
</tr>
<tr>
<td>Vice-Chancellor (appointed by Council)</td>
<td>Professor Ian Young AO</td>
<td>Internal</td>
<td>1 March 2011</td>
<td>31 December 2015</td>
</tr>
<tr>
<td>Seven members appointed by the Minister</td>
<td>Ms Robin Hughes AO (Pro-Chancellor)</td>
<td>External</td>
<td>1 July 2004</td>
<td>30 June 2017</td>
</tr>
<tr>
<td></td>
<td>Mr David Miles AM</td>
<td>External</td>
<td>28 June 2006</td>
<td>30 June 2016</td>
</tr>
<tr>
<td></td>
<td>Mr Graeme Samuel AC</td>
<td>External</td>
<td>1 August 2011</td>
<td>31 July 2019</td>
</tr>
<tr>
<td></td>
<td>Dr Doug McTaggart</td>
<td>External</td>
<td>21 June 2012</td>
<td>30 June 2016</td>
</tr>
<tr>
<td></td>
<td>Professor Suzanne Cory AC</td>
<td>External</td>
<td>1 July 2014</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Mr Patrick Dodson</td>
<td>External</td>
<td>1 July 2014</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Ms Naomi Flutter</td>
<td>External</td>
<td>1 July 2014</td>
<td>30 June 2018</td>
</tr>
<tr>
<td>Elected Dean or the Head of a Research School</td>
<td>Professor Matthew Colless</td>
<td>Internal</td>
<td>30 September 2014</td>
<td>29 September 2016</td>
</tr>
<tr>
<td>Elected Academic Staff Member (The Faculties)</td>
<td>Dr Karen Hussey</td>
<td>Internal</td>
<td>30 September 2014</td>
<td>21 July 2015</td>
</tr>
<tr>
<td></td>
<td>Professor Jan Provis</td>
<td>Internal</td>
<td>21 July 2015</td>
<td>29 September 2016</td>
</tr>
<tr>
<td>Elected Academic Staff Member (IAS)</td>
<td>Professor Tim Senden</td>
<td>Internal</td>
<td>30 September 2012</td>
<td>29 September 2016</td>
</tr>
<tr>
<td>Position</td>
<td>Name</td>
<td>Membership Type</td>
<td>Start Date</td>
<td>End Date</td>
</tr>
<tr>
<td>-----------------------------------</td>
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<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Elected General Staff Member</td>
<td>Mr Matthew King</td>
<td>Internal</td>
<td>27 May 2010</td>
<td>25 May 2016</td>
</tr>
<tr>
<td>Elected Postgraduate Student Member</td>
<td>Mr Benjamin Niles</td>
<td>Internal</td>
<td>30 May 2014</td>
<td>29 May 2015</td>
</tr>
<tr>
<td></td>
<td>Mr Chris Wilson</td>
<td>Internal</td>
<td>30 May 2015</td>
<td>29 May 2016</td>
</tr>
<tr>
<td>Elected Undergraduate Student Member</td>
<td>Mr Benjamin Gill</td>
<td>Internal</td>
<td>1 December 2014</td>
<td>30 November 2016</td>
</tr>
</tbody>
</table>
Current Council members

[Note for designers - Photos of the current Council members will be included beside their profiles, but photos need not be used for former Council members and Council Committee members. We should have already copies of all photos of the current Council members.]

Council members as at 31 December 2015.

Chancellor – Professor the Hon. Gareth Evans AC QC
BA LLB(Hons) Melb, MA Oxf, HonLLD Melb, Syd, Carleton, Queen’s Ont, FASSA, FAIIA

Gareth Evans is a former Cabinet Minister in the Hawke and Keating Governments from 1983-96 (Attorney-General, Minister for Resources and Energy, Minister for Transport and Communications, and Foreign Minister); former Leader of the Government in the Senate, and Deputy Opposition Leader; President Emeritus of the Brussels-based International Crisis Group, of which he was President from 2000-2009; Co-Chair of the International Commissions on Intervention and State Sovereignty (2001) and Nuclear Non-Proliferation and Disarmament (2010); and is an Honorary Professorial Fellow at ANU. He has been a member of many other international panels, commissions and advisory boards, has written or edited twelve books, and won a number of international awards, including the 2010 Roosevelt Institute award for Freedom from Fear.

Vice-Chancellor – Professor Ian Young AO
BE(Hons) MEngSc PhD JCU, Hon FIEAust, FTSE

Prior to joining ANU, Ian Young was Vice-Chancellor of Swinburne University of Technology for seven years (2003 to 2011). In 2014 he was elected Chair of the Group of Eight (Go8) Board of Directors. Professor Young’s research interests are in coastal and ocean engineering and physical oceanography. He has a distinguished academic career, having published three books and more than 100 refereed papers. He has had sustained research support from the Australian Research Council and has been a consultant to the US Navy and the offshore oil and gas industry in Australia, Asia and North America.

Pro-Chancellor – Ms Robin Hughes AO
BA MA Syd

Robin Hughes is an independent film-maker and currently Managing Director of Chequerboard Productions. She has worked as a producer, writer and director in the film and broadcasting industry, for the BBC, the ABC, commercial television and as a freelancer. Her work has been characterised by innovation and has won many awards. As CEO of Film Australia, she undertook a major, successful restructuring of that organisation. She has served as Chair of the Council of the Australian Film Television and Radio School, Convener of the ABC’s Independent Complaints Review Panel, a director of the Bangarra Dance Company and Chair of Performing Lines.
Mr David Miles AM
LLB Melb HonLLD Qld

David Miles is a practising lawyer, company director and executive coach. He is a former president of the Law Institute of Victoria and the Law Council of Australia. From 1991 to 1997, he was chief executive and national managing partner of national law firm Corrs Chambers Westgarth. He is a former chair of the Industry Research and Development Board and of Innovation Australia, and a former member of the Prime Minister’s Science Engineering and Innovation Council. He is chair of Uniseed Management Pty Limited and also chair of Legal Super Pty Ltd, and chair of the Australian Motor Sports Appeal Court, and was a director of ASC Pty Ltd, from 2010 to 2014. In 2014 he was appointed to lead the review of the Australian Government’s Cooperative Research Centres Programme and delivered a report to the Minister for Industry and Science in March 2015.

Dr Doug McTaggart
BEC(Hons) ANU, MA PhD Chicago, HonDUniv QUT, FAICD, FAIM

Doug McTaggart is an independent non-executive director. He sits on the board of the Suncorp Group and chairs its Audit Committee. He is Chairman of the QIMR Berghofer Institute of Medical Research and also of Suncentral Maroochydore. He is a member of the Prime Minister’s Expert Advisory Panel on the Reform of the Federation. He recently retired as Chairman of the Queensland Public Service Commission and was a Commissioner on the Queensland Independent Commission of Audit. In June 2012, Dr McTaggart retired as CEO of QIC. Prior to this appointment, Dr McTaggart held roles including Professor of Economics and Associate Dean at Bond University (1989-1996), and then Under Treasurer, Queensland Department of Treasury (1996-1998). He was a member of the Council of Australian Governments (COAG) Reform Council (2007-2013) and Councilor on the National Competition Council (NCC) (2000-2013).

Mr Graeme Samuel AC
LLB Melb, LLM Monash, FAICD

Graeme Samuel is a Vice-Chancellor’s Professorial Fellow in Monash University’s Business School and co-director of the Monash Business Policy Forum. He is also Chair of the Victorian Taxi Services Commission, a Commissioner of the National Rugby League, President of Alzheimer’s Australia, Council member of the National Health and Medical Research Council and Chair of its Health Innovation Advisory Committee and the National Institute for Dementia Research and a Member of the Aged Care Financing Authority. He was Chair of the Commonwealth Government’s Panel of Review of Australia’s Independent Medical Research Institutes. He has held a number of roles in public life including former Chairman of the Australian Competition and Consumer Commission, Associate Member of the Australian Communications and Media Authority and President of the National Competition Council. In 2010 he was made a Companion of the Order of Australia.
Professor Suzanne Cory AC  
BSc, MSc Melb, PhD Cambridge, HonDSc Syd, HonDSc Oxford, FAA, FRS

Suzanne Cory is one of Australia's most distinguished molecular biologists. She was Director of the Walter and Eliza Hall Institute and Professor of Medical Biology of the University of Melbourne from 1996 to 2009. She is currently an Honorary Distinguished Professorial Fellow in the Molecular Genetics of Cancer Division of the Walter and Eliza Hall Institute. Professor Cory was President of the Australian Academy of Science from 2010 to 2014. She was the first Australian to be elected an Honorary Member of the Japan Academy in 2013. In 2009 she was awarded the French decoration of Chevalier de l'Ordre de la Légion d'Honneur.

Mr Patrick Dodson  
Hon LLD Melb, Hon LittD UNSW

Patrick Dodson is one of Australia's most prominent Indigenous leaders, and now Adjunct Professor at the University of Notre Dame, where he lectures in Spirituality and the Challenge of Reconciliation. He is also a director (and former chair) of the Yawuru Native Title Company "Nyamba Buru Yawuru Ltd", and a director on the Yawuru PBC. Living in Broome, Western Australia, he is also a former Director of the Central and Kimberley Land Councils, was a Royal Commissioner into Aboriginal Deaths in Custody, and for six years was the inaugural Chair of the Council for Aboriginal Reconciliation. He has also co-chaired the expert panel on the constitutional recognition of Aboriginal and Torres Strait Islander peoples.

Ms Naomi Flutter  
MPP Harvard, LLB(Hons) ANU, BEc(Hons) ANU, GDLP ANU

Naomi Flutter is the head of Deutsche Bank's Global Transaction Banking division for Australia and New Zealand, having worked for Deutsche Bank since 1998. In this capacity she is responsible for the delivery of the Bank's wholesale and corporate banking products and services to local clients. She has also worked for the United Nations High Commissioner for Refugees and in refugee camps in Kenya and Nepal. In 1994 she was awarded the ANU Tillyard Prize for outstanding contributions to University life and personal qualities.

Professor Matthew Colless  
BSc Sydney, PhD Cambridge, FAA, FRAS

Matthew Colless is the Director of the ANU Research School of Astronomy and Astrophysics. He previously held the position of Director of the Australian Astronomical Observatory for a period of nine years. He has also held positions at Durham and Cambridge Universities and Kitt Peak National Observatory in the USA. His research uses large redshift surveys of galaxies to understand their evolution, the large-scale structure of the universe, and the cosmological model. He is a Fellow of
the Australian Academy of Science, an Honorary Fellow of the Royal Astronomical Society, an ISI Citation Laureate, a Vice-President of the International Astronomical Union, and Vice-Chair of the Board of the Giant Magellan Telescope.

**Professor Jan Provis**  
BSc(Hons), PhD UNSW

Jan Provis is a Professor of Anatomy and Associate Dean (Teaching and Learning) in the ANU Medical School, Chair of the Early Career Academic Development Committee for the College of Medicine Biology and Environment, and is an honorary Professor at the University of Sydney. She leads a research group based in the John Curtin School of Medical Research, and is recognised internationally for her work on retinal development and the blinding disease, age-related macular degeneration. Since 2009 she has been Chair of the grants advisory committee for Retina Australia, a stakeholder group supporting research into retinal degenerative diseases.

**Professor Tim Senden**  
BSc(Hons) PhD ANU

Tim Senden is the Director of the ANU Research School of Physics and Engineering. His research expertise is in experimental surface science, which he uses to teach undergraduate chemistry and to investigate surface phenomena at the nanometre scale covering topics including the stretching of single polymer chains, mechanical deformations in biological membranes, ceramics processing and measuring forces on nanoparticles. He has also been involved in developing novel uses of nanoparticles in medical diagnoses and therapies, notably the use of graphene encapsulated radio-isotopes. Over the past decade he has commercially developed some of this research as co-founder of the ANU spin-out, Lithicon. Professor Senden also serves as Chair of the ANU Kioloa Advisory Board and Chair of the ANU Centre for Advanced Microscopy.

**Mr Matthew King**  
Matthew King is a Technical Officer in the ANU Research School of Biology, specialising in the design, construction and maintenance of electrical and refrigeration research equipment primarily used in Plant Science. He held a similar position at the University of Western Australia for nine years.

**Mr Chris Wilson**  
BA, MBus UNSW

Chris Wilson is the 2015/16 President of the ANU Postgraduate and Research Students' Association (PARSA). He is currently a student in the Doctor of Medicine and Surgery program through which, when qualified, he plans to assist young adults in their mental wellbeing. Prior to beginning his studies at ANU, he completed a Master of Business (UNSW) with a focus on organisational efficiency and human resources management. In 2015 Chris was announced as one of Australia's three global
Leaders of Tomorrow by the St. Gallen University in Switzerland for his contribution and ideas on the development of leaders in the 21st century. Chris is an active member of the Council of Australian Postgraduate Associations and the Australian Medical Students’ Association.

Mr Benjamin Gill

Benjamin Gill is the 2014/16 President of the ANU Students’ Association (ANUSA). He is currently completing a Bachelor of Engineering and Science, majoring in renewable energy systems and interdisciplinary studies. In his role, Ben has had a strong focus on non-residential student engagement, mental health and governance. He is heavily involved in the mental health sector, having been involved in the ACT Headspace and Young and Well Cooperative Research Centre. In 2015 he completed his engineering honours thesis on the design of smartphone applications as a tool to improve the efficiency of the youth mental health sector. Upon completion of his Bachelor degree Ben is looking to commence a PhD in Mental Health, Technology and Social Entrepreneurism.
Non-current Council members
Council members whose term concluded in 2015.

Dr Karen Hussey
BA *Melb*, MEconSc *NUI*, PhD *Melb*

Karen Hussey was an Associate Professor and Public Policy Fellow at the ANU Fenner School of Environment and Society. Her area of expertise is in policy and governance relating to environmental sustainability, with particular interests in designing and implementing policies in federal systems and the links between environmental regulation and international trade. Prior to her appointment, she spent a number of years in Brussels as the ANU Vice-Chancellor's Representative in Europe, where she was responsible for developing the University’s research relationships and profile with European research teams and institutions.

Mr Benjamin Niles
BComm *Monash*

Benjamin Niles is the 2014/15 President of the ANU Postgraduate and Research Students' Association. He studied at Melbourne High School and went on to complete a Bachelor of Commerce at Monash University. In 2013 he commenced a Juris Doctor with the ANU College of Law. Prior to commencement at ANU, he worked as an auditor for PricewaterhouseCoopers (PwC) and as a Coordinator for the not-for-profit tutoring organisation Embrace Education. Ben also sits on the Board of Fellows for University House at ANU. Upon completion of his degree he is looking to practise law and work as a consultant in the education sector.
Council Committee members
Council Committee members (who are not members of the Council) who served during 2015.

Mr Geoff Knuckey
BEC ANU, FICA, GAICD, IIAM, AIMM

Geoff Knuckey had a 32-year career with major accounting firm Ernst and Young and retired as a Partner in December 2009 to pursue a new career comprising board non-executive director and Audit Committee positions in the private and public sectors. His career has included specialising in financial statements auditing of entities of all sizes, ranging from ASX-listed companies through to medium-sized and small businesses across all types of industries, including the financial services sector. His role also included advising in internal audit, corporate governance, risk management and financial statements auditing and reporting. He has operated in both the private and public sectors. He is currently Chairman or non-executive director of six private sector companies and is also Chair or Independent Member of the Audit and Risk Committees for 12 government departments.

Committee: Chair, Audit and Risk Management Committee; Finance Committee

Ms Siobhan McKenna
BEC (Hons) ANU, MPhil Cambridge

Siobhan McKenna is a Director of Ten Network Holdings Ltd, a Director of Nova Entertainment, Managing Partner of Illyria Pty Ltd, a media-focused investment company, and a Director of the Australian Fashion Chamber. She is a former Commissioner of the Australian Productivity Commission, a former Chair and Board Member of NBNCo, a former Partner of McKinsey and Company, and a former Member of the Advisory Board of the Australian Bureau of Meteorology.

Committee: Finance Committee

Mr Keith Lyon
BCom (Hons) UNSW

Keith Lyon has had a career spanning both the public and private sectors, with a strong background in financial planning and management, and has been responsible for substantial change management over several Commonwealth portfolios. He is currently a consultant with Specialized Services Pty Ltd. He has previously held roles as a strategic adviser and board member for Maximus Solutions (2006-2010), as partner with Profile Ray and Berndtson (2005-2008), Managing Director of the Defence Housing Authority (1999-2006), Deputy Secretary of the Department of Veterans’ Affairs and Deputy President of the Repatriation Commission (1989-1999), Deputy Secretary of the Department of Territories (1985-1989), and in the Department of Defence (1972-1985).

Committee: Finance Committee
Ms Susan Bitter
Dip App Fin and Inv, BEc Hons Adelaide, FICA, MAICD

Susan Bitter has over 25 years’ experience in senior management and professional roles and has experience in strategic planning, corporate governance, finance and risk management. She was previously the Chief Operating Officer of law firm Corrs Chambers Westgarth, Chief Executive of Slater and Gordon and a Partner of Arthur Andersen. She is currently a director of The Industry Superannuation Property Trust. Susan has been a director of Australia Post, Our Neighbourhood, WorkSafe, VicSuper, ESSS and Chair of their Audit and Risk Management Committee.

Committee: Finance Committee

Mr Darren Keogh
BComm, LLB ANU

Darren Keogh is an Executive Director with Macquarie Capital, the investment banking division of Macquarie Group. Darren is currently the global head of Macquarie Capital’s telecom, media, entertainment and technology (TMET) investment banking business as well as a member of Macquarie Capital’s Global Operating Committee. Darren has almost 20 years of investment banking experience, having worked in Sydney as well as having spent 10 years in London.

Committee: Finance Committee

Dr Geoff Warren
BComm Hons, PhD UNSW

Geoff Warren is Research Director at the Centre for International Finance and Regulation (CIFR), where he is responsible for furthering CIFR’s internal research program. His expertise relates to investments, including funds management, superannuation, portfolio construction, asset pricing and valuation. He joined CIFR at the end of 2013 from ANU, where he is currently on leave without pay, and he was a Senior Lecturer in the School of Finance, Actuarial Studies and Applied Statistics from 2009-2013. Dr Warren also served as a member of the ANU Investment Advisory Committee from 2010-2015. Prior to pursuing an academic career, Geoff spent more than 20 years in investment markets. This included around three years in asset consulting as the Director of Capital Markets Research for Russell Investments in Australia, and more than 14 years within the research department of investment bank Ord Minnett and then JP Morgan.

Committee: Finance Committee
Mr Jeremy Chandler
BA Canberra, FCPA, FAIM, ACC

Mr Jeremy Chandler is Principal of Business WIDE, providing management consulting and executive coaching services to a wide range of organisations. Prior to this, he had 40 years working in a range of organisations and government agencies. Much of that time was spent in the Australian Public Service (APS) with 15 years in the Senior Executive Service (SES). His particular expertise is in financial management and in high level strategic leadership and delivery of corporate and governance functions. Until late 2007, he was the Chief Operating Officer for the Department of Infrastructure, Transport, Regional Development and Local Government, and he occupied the same role for the former Australian Communications Authority (ACA). He was also Chief Financial Officer for three Australian Government agencies.

Committee: Audit and Risk Management Committee

Mr Mark Ridley
BAcc, BComm Witwatersrand, FCA, GAICD

Mark Ridley is an independent director and executive adviser. He is currently the Chairman of the audit committee for the Department of Human Services, the Clean Energy Regulator and the Royal Australian Mint, and a member of the audit committees for the Australia Financial Security Authority and the National Health Funding Body. He was previously a senior partner with PwC, where he concluded 20 years as a partner in June 2011. In his last four years he led PwC's risk management and assurance business in Canberra and prior to that, he was a leading partner in PwC's financial services business assurance practice in Melbourne. He was also the national leader of PwC's project assurance services and has advised many organisations in the management of risk in complex ICT environments.

Committee: Audit and Risk Management Committee

Ms Janine McMinn
BA (Computing, Statistics) ANU, FAICD, CISA, CISM

Janine retired in 2012 after five years as a Partner with Acumen Alliance and six years as a Partner with Oakton. Her career over 32 years encompassed running a business, management, governance, Information Technology Security, Risk Management and Internal Audit. As a consulting Partner, Janine was responsible for all aspects of running a consulting business, including financial management relating to her business unit, recruitment, managing professional consulting teams, providing quality assurance on both technical and non-technical jobs and liaising with PS Senior Executives and line management. She occasionally consults to the Federal Government on IT security and assurance matters. She also finds time to take tour groups around the Australian War Memorial and to mentor children with the ACT Schools Mentoring program.
Committee: Audit and Risk Management Committee

**Professor Sue Holliday**

BA *Goucher College*, MPhil *University College London*, GAICD, CPP

Sue Holliday is a city planner and economist. She is Managing Director, Strategies for Change, an urban strategy consultancy and Professor of Planning Practice at UNSW. She was the Director-General of Planning in NSW from 1997 to 2003. Prior to that, she had a 25-year career with the NSW State Government where she implemented reform in both planning and building policy and managed several significant urban renewal projects of the 1990s, including Ultimo Pyrmont, Walsh Bay, and the Olympic site. She was a member of the National Housing Supply Council, the COAG Cities expert panel and the Advisory Committee on Highspeed Rail. She is a Director of the Hume Community Housing Association. She chaired the Built Environment Industry Innovation Council, and was President of the NSW Building Professionals Board.

Committee: Campus Planning Committee

**Mr Malcolm Snow**

BRTP Hons *Queensland*, MLA *Melb*, FAILA

Malcolm Snow took up the role as Chief Executive of the National Capital Authority following a senior executive career working with and as a member of statutory and commercial boards. His diverse positions have included a decade as Head of Design with the City of Melbourne, as a Director of international consulting firm Urbis, and as CEO of South Bank Corporation in Brisbane. Mr Snow is one of Australia's leading place makers and managers. With qualifications in urban planning and landscape architecture and a career spanning more than four decades, he has led major city revitalisation programs throughout Australia, Asia and the United Kingdom both as a consultant and adviser to all spheres of government.

Committee: Campus Planning Committee

**Mr Stephen Byron**

BComm/LLB, *ANU*

Stephen Byron is the Managing Director of the Capital Airport Group, which he has led since 1998. He is also Chair of the Capital Cities Airport CEO Group and the Canberra Grammar School Board. He is a member of the boards of the Australian Airports Association, The Koomarri Association ACT Inc., the Property Council of Australia (ACT), The Snow Foundation and The Salvation Army Canberra Advisory Board. He is also a Board Governor of ANU Endowment for Excellence.

Committee: Campus Planning Committee
**Professor Margaret Harding**

BSc (Hons), PhD, DSc, *Sydney*

Margaret Harding was appointed Deputy Vice-Chancellor (Research) at ANU in June 2012. She is responsible for the development and implementation of strategies, policies and systems to maintain and enhance achievement and the overall research performance of the University. Professor Harding held the positions of Pro Vice-Chancellor (Research) at the University of New South Wales (UNSW) from 2008 to 2012 and Dean of Graduate Research at UNSW from 2005 to 2009. Professor Harding’s research in biological and medicinal chemistry has resulted in more than 110 research articles and numerous awards, including the Royal Australian Chemical Institute Rennie and Biota Medals, and Australian Academy of Science Fellowships in France, the UK and the USA.

Committee: Honorary Degrees Committee

**Professor Marnie Hughes-Warrington**

BEd (Hons) *Tas*, DPhil *Oxon*

Marnie Hughes-Warrington was appointed as the Deputy Vice-Chancellor (Academic) at ANU in November 2011. Her key aim is to make ANU a world-leader in education innovation, including strengthening local and global connections in curriculum, education commercialisation and philanthropy. She is an active researcher, with six books and $18 million in grants to her name. She is the Chair of the Tuckwell Scholarships Board, the Freilich Foundation Board, Deputy National Secretary of the Rhodes Scholarships for Australia and a member of the Office for Learning and Teaching’s Expert Advisory Group.

Committee: Honorary Degrees Committee

**Professor Brian Anderson AO**

BSc, BE *Sydney*, PhD *Stanford*, DHC *Louvain*, HonDSc *ETH Zurich*, HonDEng *Sydney*, *Melbourne*, *Newcastle*, HonDSc *UNSW*, FAA, FTSE, FIEE, HonFIEAust, FRS

Brian Anderson is a Distinguished Professor in the ANU College of Engineering and Computer Science. He has served as a member of a number of government bodies, including the Australian Science and Technology Council and the Prime Minister’s Science, Engineering and Innovation Council. He was a member of the Board of Cochlear Limited (1995 – 2005). He is a Foreign Member of the US National Academy of Engineering. He was appointed an Officer of the Order of Australia in 1993 in recognition of service to science and to engineering, and received the Centenary Medal in 2001 for service to Australian society through science policy development. In 2007 he received the Japanese Order of the Rising Sun with Neck Ribbon and Gold Rays.

Committee: Honorary Degrees Committee
Professor Donald Rothwell  
BA, LLB (Hons) Qld, LLM Alberta, MA Calgary, PhD Syd

Donald Rothwell is Professor of International Law, and Head of School at the ANU College of Law, where he has taught since July 2006. His research has a specific focus on the law of the sea, law of the polar regions, and implementation of international law within Australia as reflected in over 160 articles, book chapters and notes in international and Australian publications. He has authored, co-authored or edited 17 books. In 2012 he was appointed as Rapporteur of the International Law Association (ILA) Committee on Baselines under the International Law of the Sea. He has acted as a consultant or been a member of expert groups for UNEP, UNDP, IUCN, the Australian Government, and acted as an adviser to the International Fund for Animal Welfare. In 2012 Rothwell was also appointed an inaugural ANU Public Policy Fellow. He is a regular media commentator on international law issues.

Committee: Honorary Degrees Committee

Professor the Hon Carmen Lawrence  
BPsych Hons, PhD UWA

After training as a research psychologist at the University of Western Australia and lecturing in a number of Australian universities, Dr Lawrence entered politics in 1986, serving for 21 years. She was at various times WA Minister for Education and Aboriginal Affairs and was the first woman Premier and Treasurer of a state government. She shifted to federal politics in 1994 when she was elected as the Member for Fremantle and was appointed Minister for Health and Human Services and Minister assisting the Prime Minister on the Status of Women. She retired from politics in 2007 and is now a Professor in the School of Psychology where she is Director of the Centre for the Study of Social Change. She is currently Chair of the Australian Heritage Council.

Committee: Nominations Committee

Ms Hilary McPhee AO  
BA Melb, HonDLitt Monash

Hilary McPhee is a writer and editor. She was a founding director of McPhee Gribble Publishers and Chair of the Australia Council for the Arts and of the Major Organizations Board 1994-7, a founding director and sometime editor of online political newsletter New Matilda.com. She was the inaugural Vice-Chancellor’s Fellow at the University of Melbourne and remains a senior Fellow of the University. Her selection of recent Australian writing, Wordlines, was published in 2010. She annotated and edited film maker Tim Burstall’s diaries from the early 1950s, published by MUP as Memoirs of a Young Bastard. She is now writing a companion volume to Other People’s Words. She was awarded an Order of Australia for service to the Arts in 2003.

Committee: Nominations Committee
Ms Julie Steiner  
BA Hons Melb  

Julie Steiner is Managing Director Australia for global executive search firm Odgers Berndtson. She leads a portfolio of practices including education, healthcare, financial services, government and research and the cultural sector. She is also the global head of the education portfolio supporting the Odgers Berndtson international board. In addition, she works with the Boards of ASX listed companies to appoint chairs and non-executive directors. She was a founding Director of Braithwaite Steiner Pretty (BSP) in 1997 – she and her two business partners sold BSP to Odgers Berndtson in 2013. Prior to establishing BSP, she worked in the public and private sectors as General Manager of ABC Enterprises for the Australian Broadcasting Corporation and CEO of IMAX Australia. Her early career was in publishing with Macmillan and Penguin Books. She has also been a broadcaster with the ABC and has sat on a number of boards.

Committee: Nominations Committee

Professor Kiaran Kirk  
BSc (Hons) PhD Syd, MA DPhil Oxon  

Kiaran Kirk is the Dean of the ANU College of Medicine, Biology and Environment. He carried out his PhD in the Department of Biochemistry at the University of Sydney (1985-1988), after which he relocated to the Oxford University Laboratory of Physiology where he held an Oxford Nuffield Medical Fellowship, the Staines Medical Research Fellowship (Exeter College) and a Lister Institute Senior Research Fellowship. He returned to Australia in 1996 to head the Department of Biochemistry and Molecular Biology in the ANU Faculty of Science, holding this post until taking up the role of Director of the newly created ANU Research School of Biology in June 2009. He took up his present position as Dean of the College in April 2014.

Committee: Nominations Committee
Appointments and elections to Council

In 2015, the Council saw a small turnover in its membership. Mr Benjamin Niles concluded his term in May and was replaced, following an election by the postgraduate students, by Mr Chris Wilson. Mid-year, Dr Karen Hussey resigned from Council to take up a new position at the University of Queensland. The casual vacancy created by Dr Hussey’s resignation was filled by Professor Jan Provis, following an election by the academic staff of the University. Mr Benjamin Gill was re-elected by the undergraduate students to serve a second term on Council from December 2015.

Council member induction and continuing education

An induction program is organised for new Council and Council Committee members which includes one-on-one meetings with the Chancellor, Vice-Chancellor, Deputy Vice-Chancellors, Executive Director (Administration and Planning), Chief Financial Officer, Legal Counsel and the Director, Corporate Governance and Risk Office. New Council and Committee members are provided with a comprehensive induction kit incorporating key institutional and strategic documentation, including the Council Members’ Handbook, copies of relevant legislation, ANU strategic plan, prior year Annual Report, Code of Conduct, and minutes of Council’s previous strategic retreat.

As part of the induction process, new and re-appointed/elected Council members complete a disclosure and declaration form that details all potential conflicts of interest. In addition, the University executes a Deed of Indemnity and Access for each member of the Council.

Council members are encouraged to undertake professional development activities. Where, in the evaluation of a Council member’s performance, a skills gap is identified, the Chancellor will discuss with the member, resources and training that might be provided to assist.

In 2015, a number of Council members participated in professional development programs offered by the Australian Institute of Company Directors.

Council performance evaluation

Council evaluates its performance on an annual basis in line with the Voluntary Code for Best Practice for the Governance of Australian Universities. The Code recommends that “at least once each two years, the governing body should assess its performance, the performance of its members and the performance of its committees. The Chancellor should have responsibility for organising the assessment process, drawing on external sources if required.”

Council evaluated its performance in February 2013. From 2015 it has resolved to evaluate its performance on an annual basis, and will be undertaking this process over November 2015 to February 2016. The Council has adopted the following methodology for the evaluation of its performance:
• The Chancellor conducts one-on-one conversations with Council members with the aim of giving and receiving feedback on individual performance, getting a sense of members’ degree of comfort or otherwise with (present) Council structure and processes, and discussing any other issues of concern, or interest, relating to the strategic direction of ANU.
• The Chancellor tables a report summarising the major issues and themes discussed over the course of the one-on-one meetings with Council members.
• Council discusses this report at its annual planning day.

Further, Council recognises the benefit of having from time to time an external review to assess Council governance, in a manner not dissimilar to the review by Emeritus Professor Sally Walker, accepting that such a process may bring opportunities to strengthen what is already sound governance.

Membership and succession planning
In 2015, the Council adopted a charter for the Nominations Committee of Council, which outlines the qualities that Council requires across its membership, and in particular in the members appointed by the Minister. The charter also formalises the mechanisms through which Council wishes for succession to be managed in its membership. This new charter consolidates and supplements earlier resolutions of Council from 2004 to 2014.

The charter places an expectation on the Nominations Committee that nominees recommended to the Minister for membership to Council will include:

• at least two members who must have a high level of relevant financial expertise
• at least one member who must have a high level of relevant commercial expertise
• a desirable balance of skills, expertise and gender amongst the members of Council
• people who must have an appreciation of the values of the University and its core activities of teaching and research, its independence and academic freedom, and the capacity to appreciate what the University’s external community needs from it
• the need to ensure a level of continuity within its membership such that, where possible, members’ terms of office should overlap
• the importance of achieving gender equity in Council’s composition
• the importance of representation from States and Territories in addition to New South Wales and Victoria to be factored into the balance of Council’s composition
• the imperative to have an Indigenous member of Council by 2016
• the need for renewal, with Council members normally serving for a maximum of eight years.

In addition, the charter explicitly excludes from consideration any person who is:

• a member of any parliament in Australia
• a member of staff of the University
• a student of the University
• a member of the Nominations Committee itself.
Meetings of Council
The Council met on seven occasions in 2015, approximately every two months. The Chancellor presides at all meetings of the Council. In the absence of the Chancellor, the Pro-Chancellor presides.

The Chair is committed to ensuring that there is free and open debate, significant issues are debated adequately, all views are canvassed, all issues are treated fairly during debate, courtesy is observed at all times and business is conducted efficiently and expeditiously.

In general terms, Council decisions are not the subject of voting. Council conducts itself in a consultative and collegial manner, seeking consensus as a result of debate on an issue. In exceptional circumstances where clarity is sought, the Chair may invite Council members to vote on a matter.

Meetings of the Council are open (for non-confidential items) to observers. Meetings of the Council are attended by the Deputy Vice-Chancellors, Pro Vice-Chancellors, Executive Director, Administration and Planning, the Chief Financial Officer and the Chair, Academic Board, all of whom are invited to be present for confidential items. Also in attendance are officers of the Corporate Governance and Risk Office who provide Council secretariat.

In 2015, Council also continued its active program of site visits following Council meetings, which assist members in understanding the depth and variety of activity being pursued across the University. Visits took place to the Tjabal Indigenous Higher Education Centre, National Centre for Indigenous Studies, Ursula College, Union Court, and the Research School of Population Health. The Council also received presentations and tours of innovation and start up projects in development as part of its October site visit.

The Chancellor
The Chancellor is appointed by the Council under section 32 of the Australian National University Act 1991. It is the role of the Chancellor to:

- lead Council in carrying out its role as the University’s governing body
- chair meetings of Council and ensure it operates effectively
- establish the agenda in consultation with the Office of the Vice-Chancellor
- regularly review, with the Vice-Chancellor, progress on important initiatives and significant issues facing the University
- chair Council committees and sub-committees as appropriate
- assist the Vice-Chancellor with the representation of the ANU to government, the private sector and benefactors
- attend and participate in University functions as appropriate
- preside at Conferring of Awards ceremonies and perform other ceremonial duties as required.
For the appointment of the current Chancellor in 2010, the Council established a committee to present and make recommendations to Council about names of persons to be considered for appointment. It comprised the Pro-Chancellor (Chair), Vice-Chancellor, three external members of the Council and the Council member elected by the Deans and Research School Heads. The Council resolved in 2015, following a discussion led by the Pro-Chancellor, to reappoint Professor the Hon Gareth Evans AC QC as Chancellor for a further term concluding in 2018.

**The Pro-Chancellor**

The Pro-Chancellor is the deputy of the Chancellor on the Council and assists the Chancellor in his ceremonial duties. The Pro-Chancellor is appointed by the Council and is an experienced, long-serving and well-respected member of the Council, drawn from its external members. The current Pro-Chancellor, Ms Robin Hughes AO, was appointed by the Council in 2014 for a term concluding in 2017.

**The Vice-Chancellor**

The Vice-Chancellor is the Chief Executive Officer of the University and is appointed by Council and holds office for such period as Council determines.

Under the *Vice-Chancellorship Statute 2002*, the Vice-Chancellor is charged with the responsibility to control and manage the affairs of the University, and the real and personal property at any time vested in or acquired by the University, including the disposal of that property. The Vice-Chancellor has the “power to do all things that are necessary or convenient to be done for, or in connection with, the performance of the Vice-Chancellor’s duties,” which includes:

- developing with Council the vision and strategic direction of the University
- implementing the vision and strategic direction set by Council
- providing strong leadership to, and effective management of, the University
- ensuring the ongoing development, implementation and monitoring of the University’s risk management and internal controls framework
- ensuring Council is provided with accurate and clear information in a timely manner to promote effective decision-making by Council
- keeping Council informed, at an appropriate level, of the activities of the University, including advice of:
  - any potential legal action against the University
  - major risks
  - the University’s financial position and projected expenditure, and documents executed under power of attorney.

The Vice-Chancellor in 2015 was Professor Ian Young AO, who has held the role since March 2011. During the year, Professor Young advised his intention to retire at the conclusion of his current term. He will be succeeded by Professor Brian Schmidt AC from 1 January 2016.
For the appointment of the new Vice-Chancellor, the Council appointed a selection committee,
chaired by the Chancellor, to manage and undertake the selection process. The selection committee
was asked to make a recommendation to Council on the name of the person it considered to be
most suitable for appointment as Vice-Chancellor.

The Selection Committee comprised:

- Professor the Hon Gareth Evans AC, Chancellor (Chair)
- Ms Robin Hughes AO, Pro Chancellor
- Professor Suzanne Cory AC (External member of Council)
- Dr Doug McTaggart (External member of Council)
- Professor Shirley Leitch (College Dean)
- Professor Tim Senden (Academic staff elected member of Council)
- Mr Matthew King (General staff elected member of Council)
- Mr Ben Niles (Student elected member of Council)

An executive search firm, Odgers Berndtson, was also engaged to assist Council with the recruitment
and appointment process. The Council conducted a special meeting in June 2015 to consider the
recommendation and approve the offer of appointment.
Council committees
The Council is assisted in the discharge of its responsibilities by the following committees:

- Finance Committee
- Audit and Risk Management Committee
- Campus Planning Committee
- Remuneration Committee
- Honorary Degrees Committee
- Nominations Committee

All Council Committees are comprised of members of Council, supplemented with other Committee members, internal and external to the University, who bring leadership in their field of expertise. All Committees of Council operate under charters approved by the Council.

Finance Committee
The Finance Committee makes recommendations to Council concerning financial and commercial management matters of the University. A report from the Finance Committee is a standard item on the agenda for each meeting of Council.

During the year, the Committee had oversight of the University and subsidiary budgets, monitored the University’s financial projections and performance, oversaw changes in the University’s investment management model and deliberated on a range of matters relating to the University’s debt financing arrangements, commercial activities and future campus redevelopment opportunities.

Audit and Risk Management Committee
The Audit and Risk Management Committee provides independent assurance, advice and assistance to Council on the University’s risk, control and compliance framework and its external accountability responsibilities, including its annual financial statement responsibilities. The Committee also serves to meet the University’s obligations under section 45 of the Public Governance, Performance and Accountability Act 2013. A report from the Audit and Risk Management Committee is a standard item on the agenda for each meeting of Council.

During the year, the Committee’s work included overseeing, for Council, the preparation of University and subsidiary entities annual financial statements, the 2016 Internal Audit Work Plan (including, amongst others, internal audits of commercialisation of intellectual property, learning and development for academic staff, and an IT security health check) and the Internal Audit Charter.

Campus Planning Committee
The Campus Planning Committee monitors and advises Council on matters relating to the planning and development of the University’s major property and physical infrastructure. The Committee was established in October 2015 by the Council in response to the recommendations of the review conducted by Emeritus Professor Sally Walker in 2014.
Though only established in late 2015, the Committee is pursuing an agenda that maintains oversight and strategic direction of such matters as the ANU Precinct Code, Master Plans for the Acton campus and other minor campuses, the Union Court redevelopment, major capital projects, infrastructure naming, student accommodation strategy, heritage and public art.

Remuneration Committee
The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor; monitors and reviews decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University; and in an emergency may exercise the power of the Council to appoint an Acting Vice-Chancellor. The Remuneration Committee was established in October 2015 by the Council, in conjunction with a decision to consolidate the functions of the previously existing Committee on the Conditions of Appointment of the Vice-Chancellor and the Emergency Appointment (Vice-Chancellor) Committee.

During the year, the Committee undertook its annual review of the Vice-Chancellor’s performance and consideration of remuneration matters. As the Committee moves into 2016, with its expanded role, it will start to consider broader matters concerning the performance and remuneration of the senior management of the University.

Honorary Degrees Committee
The Honorary Degrees Committee considers nominations, within the terms of the Honorary Degree Rules 2015, of persons for conferral of honorary degrees and recommends the names of suitable persons to the Council for admission to an award.

During the year, on the recommendation of the Committee, the Council awarded honorary degrees to:

<table>
<thead>
<tr>
<th>Conferee</th>
<th>Honorary degree</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Chintamani Nagesa Ramachandra Rao</td>
<td>Doctor of Science <em>honoris causa</em></td>
<td>For his outstanding contribution as a scholar</td>
</tr>
<tr>
<td>Professor Adrian Pagan</td>
<td>Doctor of Letters <em>honoris causa</em></td>
<td>For his outstanding contribution as a scholar</td>
</tr>
<tr>
<td>Mr Graham Tuckwell</td>
<td>Doctor of the University <em>honoris causa</em></td>
<td>For his outstanding contribution to the University</td>
</tr>
<tr>
<td>Ms Louise Tuckwell</td>
<td>Doctor of the University <em>honoris causa</em></td>
<td>For her outstanding contribution to the University</td>
</tr>
<tr>
<td>Honourable Justice Stephen John Gageler</td>
<td>Doctor of Laws <em>honoris causa</em></td>
<td>For his exceptional contributions to public service and the practice of law in Australia and internationally</td>
</tr>
<tr>
<td>Emeritus Professor Larry Sitsky AM</td>
<td>Doctor of the University <em>honoris causa</em></td>
<td>For his exceptional contributions to the work, standing and reputation of the University, through his long academic career as a composer, musicologist, pianist and educator.</td>
</tr>
</tbody>
</table>

### Nominations Committee

The Nominations Committee of Council makes recommendations to the Minister for Education and Training on persons to be appointed to Council. The Committee is established under section 10 of the *Australian National University Act 1991*.

The Nominations Committee convened on one occasion during 2015, to consider a single nomination to the Minister for Education and Training for an appointment to the Council. The Committee nominated Mr Graeme Samuel AC for reappointment for a further term expiring on 31 July 2019. The Minister subsequently accepted the Committee’s nomination.

Consistent with the recommendations of the Walker Review and coupled with the membership succession plan developed by the Council in recent years, the Council has developed a skills register which will assist the Nominations Committee in making nominations to the Minister for Council member appointments and reappointments.
## Council and Council committees meeting attendances

For the period 1 January to 31 December 2015, the following tables detail the attendances at meetings by Council members and other Committee members:

### Council

<table>
<thead>
<tr>
<th>Council member</th>
<th>No. of possible meetings</th>
<th>No. of meetings attended</th>
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</thead>
<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Professor Ian Young AO</td>
<td>7</td>
<td>6</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Dr Doug McTaggart</td>
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<tr>
<td>Mr David Miles AM</td>
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<tr>
<td>Professor Suzanne Cory AC</td>
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<tr>
<td>Mr Patrick Dodson</td>
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<td>6</td>
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<tr>
<td>Ms Naomi Flutter</td>
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<td>6</td>
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<tr>
<td>Mr Graeme Samuel AC</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Professor Matthew Colless</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Dr Karen Hussey (to 21/07/2015)</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Professor Jan Provis (from 21/07/2015)</td>
<td>3</td>
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<tr>
<td>Professor Tim Senden</td>
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<td>7</td>
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<tr>
<td>Mr Matthew King</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Mr Benjamin Niles (to 31/05/2015)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Mr Chris Wilson (from 01/06/2015)</td>
<td>4</td>
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<tr>
<td>Mr Benjamin Gill</td>
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### Finance Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
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<tbody>
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<td>Mr Graeme Samuel AC</td>
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<tr>
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<tr>
<td>Ms Naomi Flutter</td>
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<tr>
<td>Mr Geoff Knuckey</td>
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<tr>
<td>Mr Keith Lyon</td>
<td>7</td>
<td>6</td>
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<tr>
<td>Ms Siobhan McKenna (to 04/09/2015)</td>
<td>4</td>
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<tr>
<td>Ms Susan Bitter</td>
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<tr>
<td>Mr Darren Keogh</td>
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<tr>
<td>Mr Geoff Warren (from 16/09/2015)</td>
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### Audit and Risk Management Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
<th>No. of meetings attended</th>
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<tbody>
<tr>
<td>Mr Geoff Knuckey</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Mr Graeme Samuel AC</td>
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<tr>
<td>Mr Mark Ridley</td>
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<tr>
<td>Ms Janine McMinn</td>
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<tr>
<td>Mr Jeremy Chandler</td>
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### Campus Planning Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
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<tr>
<td>Professor Ian Young AO</td>
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<td>Ms Robin Hughes AO</td>
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<tr>
<td>Ms Naomi Flutter</td>
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<tr>
<td>Mr Tim Senden</td>
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<tr>
<td>Ms Sue Holliday</td>
<td>1</td>
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<tr>
<td>Mr Malcolm Snow</td>
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<tr>
<td>Mr Stephen Byron</td>
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### Remuneration Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
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<tr>
<td>Ms Robin Hughes AC</td>
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<tr>
<td>Committee member</td>
<td>No. of possible meetings</td>
<td>No. of meetings attended</td>
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<tr>
<td>Mr Graeme Samuel AC</td>
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**Honorary Degrees Committee**

<table>
<thead>
<tr>
<th>Committee member</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
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<tr>
<td>Professor Ian Young AO</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Professor Marnie Hughes-Warrington</td>
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<td>Professor Margaret Harding</td>
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<tr>
<td>Mr David Miles AM</td>
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<tr>
<td>Professor Suzanne Cory AC</td>
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<tr>
<td>Mr Patrick Dodson</td>
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<tr>
<td>Professor Brian Anderson AO</td>
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<tr>
<td>Professor Don Rothwell</td>
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<tr>
<td>Mr Ben Gill (to 30/11/2015)</td>
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<tr>
<td>Mr Chris Wilson (from 01/12/2015)</td>
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**Nominations Committee**

<table>
<thead>
<tr>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Professor Carmen Lawrence</td>
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<tr>
<td>Ms Hilary McPhee</td>
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<tr>
<td>Ms Julie Steiner</td>
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<tr>
<td>Professor Kiaran Kirk</td>
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</tbody>
</table>
Remuneration

The remuneration and performance evaluation of the Vice-Chancellor is managed by the Remuneration Committee, under the oversight of the Council. The Chancellor, as Chair of the Committee, provides an annual written assurance to Council that the Committee has ensured that contractual arrangements are in order, remuneration has been properly developed, and performance objectives have been formulated and measured.

The package of remuneration received by the Vice-Chancellor is benchmarked against the practices of other higher education institutions. The Remuneration Committee is supported by the University’s Director, Human Resources and receives external advice on remuneration benchmarking for the position from a major remuneration advisory firm.

The Council affirmed the view of the Committee in 2015 that the Vice-Chancellor continued to meet its performance expectations.

In October 2015, in response to the recommendations of the Walker Review, the Council extended the role of the Committee to also provide oversight of decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University. In the coming year, the Committee will have a greater governance focus on broader executive remuneration matters.

In 2015, Council continued its policy of not remunerating Council members, but providing a modest honorarium to the Chancellor in recognition of the responsibilities and time involved in the discharge of that office.

Communicating with the community

The Council maintains a number of mechanisms for communication with the University and wider community. In 2015, as part of a broader web project, the governance webpages for the University were completely revamped, and now provide a comprehensive outline of the governance arrangements of the University, such as details on Council and Council Committees (including member profiles and meeting dates), Academic Board and its committees, various governance frameworks, ANU legislation and public interest disclosure. This information is available at: http://www.anu.edu.au/about/governance.

The Council has also instituted in 2015 a regular news update, which is released to staff and students of the University following each meeting of the Council. The update provides an overview of current (non-confidential) matters under discussion by the Council, creating a greater awareness of these matters across the University community.

The Council regards the annual report as its primary mechanism for communicating on the activities of the University to the Australian Parliament, the government and the wider Australian community.
The University’s website provides a substantial level of further information about the activities and processes of the University, which can be found at: http://www.anu.edu.au/.

**Corporate Governance and Risk Office**

The Corporate Governance and Risk Office manages the corporate and academic governance function of the University. It provides governance advice and secretariat support for the Council, all Council Committees, Academic Board, and its Committees. The Director is the Secretary to the Council and oversees the management of the governance frameworks of the University, covering subordinate legislation, policy and delegations of authority. The Director also oversees the management of the risk management framework and internal audit program on behalf of Council and its Audit and Risk Management Committee.

**Conduct, ethics and disclosure of interests**

The University’s Code of Conduct applies to all staff and to members of the Council and is available on the University’s website at: https://policies.anu.edu.au/ppl/document/ANUP_000388. The University also has a number of Codes of Practice in place for Teaching and Learning, Supervision in Higher Degrees by Research, and Student Academic Integrity that apply to staff and students.

The responsibilities of members of Council and Council Committees available at: https://policies.anu.edu.au/ppl/document/ANUP_000457

Council and Council Committee members declare relevant directorships and other interests annually and update this information as circumstances change.

A member of Council who has a material personal interest in a matter that is being considered, or is about to be considered, by Council must disclose the nature of the interest at a meeting of Council. The disclosure must be made as soon as possible after the relevant facts have come to the member’s knowledge and must be recorded in the minutes of the meeting. Unless the Minister for Education and Training, or the Council, otherwise determine, the member must not be present during any deliberation by Council on the matter and must not take part in any decision of Council on the matter. Further, for the purpose of making this determination, any member who has a material personal interest in the matter to which the disclosure relates, must not be present during any deliberation by Council on whether to make the determination and must not take part in making the determination.
Academic governance

The academic governance arrangements of the University are subject to the oversight of the Academic Board, which is a free-standing body reporting directly to the Council. The Academic Board is tasked with ensuring the University maintains the highest standards in teaching, scholarship and research. It operates under the Academic Board and Committees Statute 2014, with the assistance of specialist committees on Education and Research. The Academic Board is charged with the accreditation and reaccreditation of the programs and courses of the University.

Professor Nicholas Glasgow has presided as Chair from the second meeting of the Board in May 2014. Professor Glasgow’s term as Chair continues until March 2016. Professor Robert Cribb is the current Deputy Chair.

During 2015, there were very few changes to the elected membership on the Board. The current term of the majority of elected members extends to May 2016.

‘Hot Topics’ discussed by the Board in 2015 included:

- indicators for academic promotion
- Indigenous engagement
- Biobank networks, medical research and the challenge of global data sharing
- University Medals review
- National Institutes Grant

Since its establishment, the Board has been the University body responsible for approving new academic programs, reviews of, and amendments to, existing programs, and the disestablishment of programs. In relation to undergraduate and graduate coursework programs, accreditation recommendations come to the Board from Colleges via the Board’s University Education Committee. For Higher Degree by Research programs, the pathway to the Board is via its University Research Committee.

In 2015, the Academic Board undertook a self-assessment process. This involved a biennial survey completed by Board members and a live discussion at the December Board meeting on the performance of the Board. Preliminary results from the review have highlighted the tensions between providing a forum to facilitate information flow and debate within the University and the large volume of paperwork that is associated with maintaining the program accreditation role and oversight of academic standards and quality, and associated policy development. The Chair will develop a discussion paper on issues for consideration at the first meeting in 2016.
Risk management

Section 16 of the *Public Governance, Performance and Accountability Act 2013* provides that the University must establish and maintain an appropriate system of risk oversight and management for the University.

At its core, the University’s approach to risk management is about creating and protecting value by ensuring that resources are deployed appropriately in pursuit of the strategic objectives of the University as articulated in the strategic plan *ANU by 2020*. These objectives and the implementation of actions to realise them require risk to be managed effectively and consistently across the University. The Entity-wide Risk Management Framework (ERMF) outlines the practical measures in place that enable staff at the University to identify, assess and manage risk, drawing upon the following principles:

- **Strategic**: Risk management at the University is proactive, seeking to engage to prevent and act ahead of events.
- **Evidence-based**: Risk management within the University acts upon and seeks the best information and evidence available. Where information is unavailable or of low quality, explicit decisions are made about whether to seek further information or to cease the activity.
- **Integrated and aligned**: Risk management activities do not occur in isolation from one another. The University’s rolling three-year internal audit program is designed to test and improve the overall risk management of the University.
- **Transparent and accountable**: The management of the University is open about the risk profile and control environment. Risk and risk management strategies are assigned, with clear lines of accountability established.
- **Ongoing monitoring and review**: The University encourages a culture of ongoing monitoring (through key risk indicators) to ensure continuous quality improvement and to build business resilience.

In addition to the above principles, the ERMF aligns with best practice, the Australian and New Zealand Risk Management Standard AS/NZS ISO 31000:2009, and its application based on the following essential elements:

- establish the context
- risk identification
- risk analysis
- risk evaluation
- risk treatment
- ongoing communication and consultation
- ongoing monitoring and review.
The ERMF is also supported by a robust governance structure that includes:

- the Audit and Risk Management Committee, which is a Committee of Council
- University-wide risk management policy and procedure that clearly articulates and assigns key roles and responsibilities
- the University’s Entity-wide Risk Profile (ERP)
- a Fraud Control Framework aligned with the Commonwealth Fraud Control Framework
- an internal audit charter
- a risk management planning framework linked to operational planning
- the availability of risk management support, advice, assessment tools and training.

**Risk management plans**
Operational risk management requires a degree of routinely repeated activities and processes. These are the formal and cyclical activities designed to manage the operational and largely foreseeable risks faced by the University, which if left untreated, can threaten the University’s strategic objectives.

The University has a range of formal risk management plans in place, including plans to manage particular risks identified as follows:

- **Fraud control plans** – A Fraud Control Framework (FCF) was revised and updated in 2014. This provides an overarching framework for the completion of fraud control plans, which address the specific risk of fraud and corruption through the development of fraud risk profiles
- **Business continuity plans** – The University has in place business continuity plans to enhance the University’s resilience to disruptive incidents affecting the University’s essential business functions.
Audit

External audit

The 2015 Financial Statements audit of the University as a corporate Commonwealth entity and the consolidated entity consisting of the University and its subsidiaries (ANU Enterprise Pty Limited, BRU Holdings Pty Limited and SA2 Holdings Pty Limited) was conducted by the Australian National Audit Office (ANAO) on behalf of the Auditor General in accordance with the requirements of the *Public Governance, Performance and Accountability Act 2013* and the Australian Accounting Standards.

The ANU UK Foundation is incorporated in England and Wales and is entitled to an exemption from the requirement to have an audit in England and Wales under the provisions of Section 477 of the *Companies Act (UK) 2006*. The financial report of the Foundation is prepared in accordance with the Special Provisions relating to companies subject to the small companies regime within Part 15 of the *Companies Act (UK) 2006*. The accounts of the Foundation are not audited by the Auditor-General as the Foundation is not an Australian-based entity.

Internal audit

The ANU Strategic Internal Audit Plan 2015-2017 provides University management and the Audit and Risk Management Committee with a strategic overview of planned internal audit activity that is linked to the University’s risk profile, the business environment and the directions the University is striving towards, as set out in *ANU by 2020*.

The plan incorporates a broad range of audits, including compliance-based assurance audits, performance improvement audits and advisory audits. During 2015, 12 internal audits were undertaken with coverage across a variety of University operations, including:

- Commercialisation of Intellectual Property
- Learning and Development for Academic Staff
- IT Security Health Check
- Commercial Spaces
- National Health and Medical Research Council and Australian Research Council Grants
- Higher Education and Research Data Collection Process
- Learning Management System
- Staff Recruitment
- Remote Sites
- IT Project Management.

In addition to audits conducted in accordance with the ANU Strategic Internal Audit Plan 2015-2017, the internal audit function also undertakes management-initiated reviews as required. During 2015, one review was conducted in the form of a governance review of the Research School of Physics and Engineering.
**Grant audits**

The University is required to conduct audits of the financial activities of grants to comply with the requirements set by the grant funding entity. These audits verify whether the statement of income and expenditure accurately summarises the financial records of the grant and provides an assurance that funds have been expended in accordance with the relevant grant agreement. The statement of income and expenditure of grants is audited by an internal auditor or by an independent external auditor with the results and corrective action plans forwarded to the funding body as required by the operating legislation and/or grant agreement.

During 2016, 25 internal and 9 external audits were conducted to audit $60 million of grant funds.
Controlled entities

In 2015, the University had five controlled entities overseen by the Finance Committee and the Council:

**ANU Enterprise Pty Ltd**
ANU Enterprise is a wholly-owned company of the University, established in 1979. It is staffed by over 100 employees and currently operates three businesses, ANUedge, Australian Scientific Instruments Pty Limited and The Social Research Centre Pty Limited. ANU Enterprise Pty Limited is governed by a board comprising a mix of senior ANU staff and independent external directors, with appropriate skills, experience in business, development, accounting and higher education.

ANU Enterprise Pty Limited provides an annual business plan and proposed budget, as well as regular reports on financial performance and other operational matters, to the Finance Committee and to the Council. ANU Enterprise Pty Limited is audited by the Australian National Audit Office as required by the *Public Governance, Performance and Accountability Act 2013*.

**ANU (UK) Foundation**
The ANU (UK) Foundation is constituted in England and Wales, and operates for the purpose of facilitating donations and bequests that may arise in the United Kingdom. The Foundation is governed by a board comprising a mix of senior ANU staff and independent external directors, with appropriate skills, experience in business, development, accounting and higher education.

Directors and Trustees Reports and Financial Statements are provided annually by the Foundation to the Council. The Foundation is exempted from the requirement for Australian National Audit Office audit. Accounts are prepared by an independent accountant.

**BRU Holdings Pty Ltd, SA2 Holdings Pty Ltd and ANU Section 68 Pty Ltd**
These entities are specific purpose vehicles relating to participation in a building development (ANU Section 68), and construction and operation of student accommodation (BRU Holdings Pty Limited, SA2 Holdings Pty Limited). These entities are governed by a board comprising senior ANU staff, which is considered appropriate in the circumstances of the limited scope of the entities.

Budgets and business plans are considered annually by the Finance Committee and approved by the Council. Regular reports are also received outlining financial performance and forecast occupancy levels. BRU Holdings Pty Limited and SA2 Holdings Pty Limited are audited by the Australian National Audit Office as required by the *Public Governance, Performance and Accountability Act 2013*.

ANU Section 68 Pty Ltd was liquidated during 2015 by the University.
Legislation

Under section 50 of the Australian National University Act 1991, the Council may make Statutes, not inconsistent with the Act or the Public Governance, Performance and Accountability Act 2013, to regulate matters concerning the operations of the University. The Council itself, or under delegation to the Vice-Chancellor, also makes Rules and Orders, to specify, in further detail, matters dealt with in Statutes.

Following the Council-initiated review of all University legislation in 2014, there has been only minimal additional legislation created or amended in 2015. New instruments created have included:

Statutes
- Parking and Traffic Statute 2015 (repealing the Parking and Traffic Statute 2013)
- Liquor Statute 2015 (repealing the Liquor Statute 2013)

Rules
- Honorary Degrees Rules 2015 (repealing the Honorary Degrees Rules 2014)
- Higher Doctorates Rule 2015 (repealing the Higher Doctorates Rules (No. 2) 2014)
- Coursework Award Rule 2015 (repealing the Graduate Coursework Awards Rules 2014 and Undergraduate Awards Rules (No. 2) 2013)
- Research Awards Rule 2015 (repealing the Research Awards Rules (No. 2) 2013)
- Discipline Rule 2015 (repealing the Discipline Rules 2014)
- Academic Misconduct Rule 2015 (repealing the Academic Misconduct Rules 2014)
- Fees Rule 2015 (repealing the Fees Rules 2014)
- Academic Progress Rule 2015 (repealing the Academic Progress Rules 2014)
- Assessment Rule 2015 (repealing the Assessment Rules 2014 (No. 3))
- Appeals Rule 2015 (repealing the Appeals Rules 2014)
- Information Infrastructure and Services Rule 2015 (repealing the Information Infrastructure and Services Rules 2012)

Orders
- Fees (General) Order 2015 (repealing the Tuition Fees Order 2015)
- Academic Progress (ANU Medical School) Order 2015 (repealing the ANU Medical School Academic Progress Order 2014)
- Academic Board (Election of Members) Order 2015 (repealing the Academic Board (Election of Members) Order 2014 (No. 3))
- Information Infrastructure and Services Order 2015

If the Australian Government introduces new enabling legislation for the Australian National University into the Commonwealth Parliament, the Council anticipates that a further review of legislation will be required following the passing of the legislation to ensure compliance and consistency with the new enabling Act for the University.
Policy governance

The University introduced a new Policy Governance Framework in July 2015, which provides the structure within which University policies, procedures, guidelines and forms operate. The Framework is intended to improve the quality, understanding, accessibility, and compliance with policies, procedures and related documents by officers, staff and students of the University. The Framework is supported by an online ‘Policy Library’ (https://policies.anu.edu.au), which was updated and refreshed during 2015 and supported by a comprehensive training program for staff which is regarded as best practice in the higher education sector.

Delegations of authority

The Delegations Framework provides a key mechanism for accountability and responsibility in decision-making within the University. It is designed to reflect the University's organisational structure and provide a mechanism to assign authorities originating from legislation, policy and/or procedures of the University.

In 2015, the University undertook a strategic program of review for the Delegations Framework, focusing on improvements to the online delegations system, its supporting documentation, functionality and effectiveness as a management tool; improvements to reporting information available to delegates, administrators and management; a review and refresh of the Framework against current policy, legislation and sector best practice; and establishing a training and induction program for staff.

Disclosure of material activities and events

Section 19 of the Public Governance, Performance and Accountability Act 2013 provides that the Council has a duty to keep the Minister for Education and Training and the Minister for Finance informed of any significant decisions or issues concerning the University and any of its subsidiaries. This is limited by section 4A of the Australian National University Act 1991, which provides that Council need not comply with section 19, where it would or might affect the academic independence or integrity of the University.

The Council considered its obligations under the Act at its October 2015 meeting. It recognises that the principle mechanism through which the University keeps the Minister for Education and Training and the Finance Minister informed is through the Annual Report, which is tabled in Parliament. The Council also resolved to provide a report to the Minister on the National Institutes Grant regarding outcomes delivered.

More generally, and in accordance with section 19, the Council has resolved to delegate day-to-day responsibility for notification of significant decisions and issues to the Vice-Chancellor (noting that Council still retains ultimate accountability), and requires that a report be provided to Council, at its next practical meeting, after each notification occurs.
In 2015, the University reported four specific matters to the Minister for Education and Training, which related to the reappointment of the Chancellor for a further term, the appointment of a new Vice-Chancellor, the construction of additional student accommodation and debt financing arrangements.

**Indemnities and insurance for University officers**

ANU indemnifies its staff against liabilities incurred by them while carrying out their duties in good faith for ANU. Indemnification of staff includes meeting the costs of actions that might be taken against them personally as though the action had been taken against ANU, provided that the staff member concerned acted in good faith.

Similar indemnities have been granted to members of the ANU Council, ANU appointments to external company boards and non-ANU employees who serve on ANU committees.

Professional indemnity insurance and other appropriate insurances, including Directors and Officers Liability Insurance, have been acquired on terms and conditions that are consistent with provisions in the Public Governance, Performance and Accountability Act 2013.

Council members are entitled to any information they need or require from the University to exercise their functions and to fulfil their duties as directors and, subject to the prior approval of the Chancellor (which is not to be unreasonably withheld), may seek independent legal advice at the University’s expense on any issue submitted to Council.

**Internal grievance procedures**

The University has codified its internal grievance procedure. Staff may seek resolution of their grievances in accordance with the Staff Grievance Policy and its associated procedures. Equally, students may seek resolution of their grievances in accordance with the Student Complaint Resolution Policy and its associated procedures. Further information regarding these policies is available at: [https://policies.anu.edu.au](https://policies.anu.edu.au).

The University has established a policy and supporting procedures in compliance with the Public Interest Disclosure Act 2014. This encourages staff and other eligible public officials to report suspected wrongdoing within the University. In accordance with the Act, the University has appointed two Authorised Officers to receive reports of disclosable conduct. Further information regarding the operation of this scheme is available at: [http://www.anu.edu.au/about/governance/frameworks-disclosures/public-interest-disclosure](http://www.anu.edu.au/about/governance/frameworks-disclosures/public-interest-disclosure)

**Information Publication Scheme**

As an agency subject to the Freedom of Information Act 1982 (FOI Act), ANU is required in Part II of that Act to publish information to the public as part of the Information Publication Scheme (IPS).
In accordance with IPS requirements, the University displays on our website (at http://foi.anu.edu.au) a high volume of operational information. The IPS section of this site contains links to information that is available and commonly requested.
University Officers

Chancellor
Professor the Hon Gareth Evans AC
QC, BA LLB(Hons) Melb, MA Oxf, Hon LLD Melb,
Syd, Carleton, Queen’s Ont, FASSA, FAIIA

Pro-Chancellor
Ms Robin Hughes AO
BA MA Syd

Vice-Chancellor and President
Professor Ian Young AO
BE(Hons) MEngSc PhD JCU, Hon FIEAust, FTSE

Deputy Vice-Chancellor (Research)
Professor Margaret Harding
BSc PhD DSc Syd, CChem, FRACI

Deputy Vice-Chancellor (Academic)
Professor Marnie Hughes-Warrington
BED(Hons) Tas, DPhil Oxon

Executive Director, Administration and Planning
Mr Chris Grange
BA UNSW, MComm UOW

Pro Vice-Chancellor (Innovation)
Professor Michael Cardew-Hall
BSc(Hons) Nott, PhD Imperial College, CEng, FI MechE

Pro Vice-Chancellor (International and Outreach)
Dr Erik Lithander
BSc (Econ) LSE, MPhil PhD Cambridge
(to 31.10.15)
Professor Shirley Leitch
BA MA(Hons) PhD Auck
(from 2.11.15)

Pro Vice-Chancellor (Research and Research Training)
Professor Jennifer Corbett
BA(Hons) ANU, MA Oxon, PhD Michigan

Pro Vice-Chancellor (Student Experience)
Professor Richard Baker
BA(Hons) ANU, PhD Adel

College Dean, ANU College of Arts and Social Sciences
Professor Toni Makkai
BA CIAE, MSPD PhD Qld (to 25.6.15)

Professor Paul Pickering
BA(Hons) La Trobe, PhD La Trobe, FRHistS
(from 26.6.15)
College Dean, ANU College of Asia and the Pacific
Professor Veronica Taylor
BA(Hons) LLB Monash, LLM Washington

College Dean, ANU College of Business and Economics
Professor Shirley Leitch
BA MA(Hons) PhD Auck

College Dean, ANU College of Engineering and Computer Science
Professor Elanor Huntington
BSc(Hons) MITS PhD ANU, GradCert(Mgt) Flinders, MIEEE, FIEAust

College Dean, ANU College of Law
Professor Stephen Bottomley
BA LLB(Hons) Macq LLM UNSW

College Dean, ANU College of Medicine, Biology and Environment
Professor Kiaran Kirk
BSc(Hons) PhD Syd, MA DPhil Oxon

Dean of Medicine and Health Sciences, ANU College of Medicine, Biology and Environment
Professor Nicholas Glasgow
MBChB, MD Auck, FRNZGP, FRACGP, FChPM

College Dean, ANU College of Physical and Mathematical Sciences
Professor Andrew Roberts
BSc(Hons) PhD DSc Victoria
Professor John Carver
BSc(Hons) Adelaide, PhD ANU
(co-acting from 1.9.15)
Professor Matthew Colless
BSc(Hons) Sydney, PhD Cantab, FAA, FRAS
(co-acting from 1.9.15)

Director, ANU Crawford School of Public Policy
Professor Tom Kompas
MSc BSc Iowa State, PhD Tor (to 30.6.15)
Professor Robert Breuning
BIntlSt Vermont PhD (Economics) California (acting from 1.7.15)

Dean, ANU Medical School
Professor Nicholas Glasgow
MBChB, MD Auck, FRNZGP, FRACGP, FChPM

Director, Australian Centre on China in the World
Professor Geremie Barmé
BA PhD ANU, FAHA (to 31.5.15)
Dr Benjamin Penny
BA USyd PhD ANU (from 1.6.15)

Director, Australian National Centre for the Public Awareness of Science
Professor Sue Stocklmayer AM
BSc Lond, GradDipAppSci, MSc, PhD Curtin

Director, Coral Bell School of Asia Pacific Affairs

2015 ANU Annual Report
Professor Michael Wesley  
BA(Hons) UQ PhD St Andrews

**Director, Fenner School of Environment and Society**  
Professor Stephen Robert Dovers  
BAppSc Canberra, BLett, PhD ANU, FASSA

**Director, John Curtin School of Medical Research**  
Professor Christopher Parish,  
BAppSc PhD Melb FTSE (acting to 5.10.15)  
Professor Simon Foote  
BMSc MBBS PhD Melb DSc UTas FFSc (RCPA), FAHMS, FTSE (from 6.10.15)

**Director, Mathematical Sciences Institute**  
Professor Thierry Coulhon, PhD Paris (to 31.1.15)  
Professor Peter Bouwknegt  
PhD Amsterdam, MSc Utrecht, FAustMS, FAIP (from 1.2.15)

**Director, National Centre for Indigenous Studies**  
Professor Michael Dodson AM  
LLB BJuris Monash, Hon DLit UTS, Hon LLD UNSW, D. UC (HC)

**Director, Regulatory Institutions Network (RegNet)**  
Professor Sharon Friel  
MSc PhD Ireland, Galway

**Director, Research School of Accounting**  
Professor Juliana Ng  
BCom MAcc PhD UWA, FCPA

**Director, Research School of Astronomy and Astrophysics**  
Professor Matthew Colless,  
BSc(Hons) Syd, PhD Cambridge, FAA, FASA

**Director, Research School of Biology**  
Professor Stefan Broer  
BSc MSc Tuebingen PhD Duesseldorf (to 30.6.2015)  
Professor Allen Rodrigo  
PhD DSc Cantuar FRSNZ (from 1.7.15)

**Director, Research School of Economics**  
Professor Rabee Tourky  
B Econ (First Class Hons) PhD UQ

**Director, Research School of Chemistry**  
Professor John Carver  
BSc (Hons) Adel, PhD ANU

**Director, Research School of Computer Science**  
Professor Alistair Rendell  
BSc(Hons) Dunelm, PhD Syd

**Director, Research School of Earth Sciences**  
Professor Ian Jackson
BSc(Hons) UQ, PhD ANU (to 14.10.15)
Professor Stephen Eggins
BAppSc(Hons) UNSW, PhD UTas (from 15.10.15)

**Director, Research School of Engineering**
Professor Robert Mahony
BSc(Hons) PhD ANU, SMIEEE

**Director, Research School of Finance, Actuarial Studies and Statistics**
Professor Steven Roberts
BSc(Hons) ANU MS PhD Stanford AIAA SFHEA

**Director, Research School of Humanities and the Arts**
Professor Paul Pickering,
BA(Hons) PhD La Trobe, FRHistS (to 31.7.15)
Professor Kylie Message
BA(Hons) Melb PhD Melb (acting from 17.8.15)

**Director, Research School of Management**
Mr Edward Russell
BA LWA, MBA ANU (acting to 1.2.15)
Professor Byron Keating
BBus(Hons) UoN, PhD UoN (from 2.2.15)

**Director, Research School of Physics and Engineering**
Professor Stephen Buckman
BSc PhD Flin, FAPS, FAIP, FInstP (to 3.7.15)
Professor Tim Senden
BSc(Hons) PhD (from 4.7.15)

**Director, Research School of Population Health**
Professor Archie Clements
BVSc(Hon) Syd MVM Glas PhD Lond

**Director, Research School of Psychology**
Professor Michael Kyrios
BA DipEdPsy MPsy(Clinical) PhD FAPS MCCP

**Director, Research School of Social Sciences**
Professor Matthew Gray
(acting to 29.6.15)
Professor Darren Halpin
(acting from 29.6.15 to 15.9.15)
Professor Catherine Waldby
BA UQ MA(First Class Hons) USyd PhD Murdoch (from 14.9.15)

**Director, School of Culture, History and Language**
Professor Ken George
BA Tufts, MA North Carolina-Chapel Hill, MA PhD Mich

**Dean of Students**
Associate Professor Paula Newitt
BSc(Hons) LaTrobe PGDip(SciEd) Curtin PhD LaTrobe

**Chief Financial Officer & Director, Finance and Business Services**
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Mr Alastair Sinton  
BS(Hons) ACA

Chief Information Officer  
Ms Karen Hill  
BVgt UC, MMgt ANU, AIMM

Director, Alumni Relations and Philanthropy  
Mr Colin Taylor  
BSc(Hons) ANU PhD UWA, PCCP CPI, MBA UNSW

Director, Centre for Higher Education, Learning and Teaching  
Mr Glen O’Grady  
GradDip Higher Ed NTU AdvCert Training & Assessment (IAL Singapore), BA(Hons), MA AppSocR Monash

Director, Corporate Governance and Risk Office  
Ms Kathleen Molloy  
BA(Hons) LaTrobe MMgt (Organisational Systems) Monash, GAICD

Director, Drill Hall Gallery  
Mr Terence Maloon  
DipAD London BA(Hons) UEA

Director, Facilities and Services  
Ms Christine Allard

Director, Global Programs and Engagement  
Dr Davina Potts  
BBus QUT MEdLead Macquarie, PhD MSU

Director, Human Resources  
Dr Nadine White  
BLA LLB(Hons) PhD Newcastle, CAHRI

Director, Marketing Office  
Ms Tracy Chalk  
BA UNSW

Director, North America Liaison Office  
Dr John Wellard  
BAppSc LoT, GradDipSci PhD ANU

Director, Planning and Performance Measurement  
Ms Richelle Hilton  
BCom Wollongong

Director, Research Services  
Dr Douglas Robertson  
MA (Hons) Aberd PhD Wales

Director, Research Training  
Dr Inger Mewburn  
BArch(Hons) MArch RMIT, PhD Melb, SFHEA

Director, Scholarly Information Services and University Librarian  
Ms Roxanne Missingham  
MPubAdmin Canberra, GradDipLib CCAE, BSc ANU, FALIA

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Director, Service Improvement Group
Ms Lakshmi West
BAppSc(Inf) UTS (to 17.1.15)
Dr Michael Nelson
BSc UNSW (Hons Class 1) PhD UNSW
(from 17.1.15)

Director, Strategic Communications and Public Affairs
Ms Jane O’Dwyer
BA Curtin, MJourn W’gong

Director, Statistical Consulting Unit
Professor Stephen Haslett
BSc, BA (First Class Hons), PhD Wellington, FSS, CStat (UK)

Director, Student Recruitment and Admissions
Ms Angela Watkins
BA(Hons) Birmingham, MSc London

Director, Technology Transfer Office
Dr Fiona Nelms
BSc(Hons) ANU, PhD Flinders U.

Director, Tjabal Indigenous Higher Education Centre
Ms Anne Martin
BA Qld

Registrar, Student Administration
Mr Mark Erickson
BSocSc UNSW

Registrar, Student Life
Lynda Mathey
BA(Hons) DipEd MA Flinders PhD UBC DipAsianStudies ANU

University Counsel
Mr Kenneth Grime
BEC LLB Monash, Barrister & Solicitor (to 7.8.15)

Ms Rachel Vance
Dip Law LPAB, GDLP ANU, GAICD, Barrister & Solicitor (acting from 31.8.15 to 15.11.15)
Mr Philip Harrison
BA LLB(Hons1) Sydney, Barrister & Solicitor
(from 16.11.15)

Master, University House and Graduate House
Professor Peter Kanowski
BScFor (Hons) ANU DPhil Oxon

Head, Bruce Hall
Dr Rochelle Wilkins Tate
BS, MSEd Illinois State University, USA
PhD Capella University, USA
Head, Burton & Garran Hall
Mr Jamiyl Mosley
BA, MCounselling Services Rider University

Head, Fenner Hall
Dr Jasmine Jury
BSc(Hons) Massey, PhD ANU

Head, Toad Hall
Dr Ian Walker
BA DipEd Syd, MA Macq, PhD UNSW

Head, Ursula Hall
Mr David Segal
BCmm UC, MMgmt ANU, GradDip Comm Couns UC

Officers for Ceremonial Occasions

Marshal
Mr Selwyn Harcourt Cornish
AM BEc(Hons) WAust
Ms Lorena Kanellopoulos
DipHRM, GradCertMgt, MMgt ANU (alternate)

Esquire Bedel
Dr Ian Walker
BA DipEd Syd, MA Macq, PhD UNSW
Ms Lorena Kanellopoulos
DipHRM, GradCertMgt, MMgt ANU (alternate)
Academic Structure of the University

ANU College of Arts and Social Sciences
- Research School of Humanities and the Arts
- Research School of Social Sciences

ANU College of Asia and the Pacific
- ANU Crawford School of Public Policy
- School of Culture, History and Language
- Coral Bell School of Asia Pacific Affairs
- Regulatory Institutions Network (RegNet)
- Australian Centre on China in the World

ANU College of Business and Economics
- Research School of Accounting
- Research School of Finance, Actuarial Studies and Statistics
- Research School of Management
- Research School of Economics

ANU College of Engineering and Computer Science
- Research School of Computer Science
- Research School of Engineering

ANU College of Law

ANU College of Medicine, Biology and Environment
- Fenner School of Environment and Society
- John Curtin School of Medical Research
- Research School of Biology
- ANU Medical School
- Research School of Population Health
- Research School of Psychology

ANU College of Physical and Mathematical Sciences
- Mathematical Sciences Institute
- Research School of Astronomy and Astrophysics
• Research School of Chemistry
• Research School of Earth Sciences
• Research School of Physics and Engineering
• Australian National Centre for the Public Awareness of Science

National Centre for Indigenous Studies

The University structure can be viewed at page [Note for designers - add in number] of this report or at:

http://www.anu.edu.au/about/leadership-structure/academic-areas
External locations of major activities and facilities

ANU School of Clinical Medicine
ANU College of Medicine, Biology and Environment
The Australian National University
The Canberra Hospital
Yamba Drive
Garran ACT 2605

Mount Stromlo Observatory
Research School of Astronomy and Astrophysics
ANU College of Physical and Mathematical Sciences
The Australian National University
Cotter Road
Weston Creek, ACT 2611

Kioloa Coastal Campus
Facilities and Services Division
The Australian National University
496 Murramarang Road
Kioloa NSW 2539

North Australia Research Unit (NARU)
Facilities and Services Division
The Australian National University
23 Ellengowan Drive
Brinkin (Darwin) NT 0810

Siding Spring Observatory
Research School of Astronomy and Astrophysics
ANU College of Physical and Mathematical Sciences
The Australian National University
National Park Road
Coonabarabran NSW 2357
A SAFE, HEALTHY & SUSTAINABLE WORK ENVIRONMENT

This statement reports on work health and safety matters at ANU as per the requirements of the Work Health and Safety Act 2011 (Cth) and as mentioned in the Requirements for Annual Reports 25 June 2015.

Managing work health and safety (WHS) risk is a core responsibility for ANU.

The University has a broad WHS risk profile associated with its research, teaching and operations, including specific risks associated with work in laboratories and workshops, as well as field work both within Australia and overseas. The risk profile covers hazardous materials, including asbestos, chemicals, biologicals and radiation, as well as electrical and body stressing hazards.

ANU is committed to providing a workplace that complies with the Work Health and Safety Act 2011 (Cth) and other relevant legislation, regulations, national standards and codes of practice. The University manages WHS through the Human Resources Division, Work Environment Group (WEG), who are also responsible for injury prevention and management, health and wellbeing and support to staff with a disability.

A major initiative during 2015 was the Workers Compensation Self Insurance Project to improve the University’s safety, rehabilitation and claims management systems.

During October 2015, the ANU conducted a Health and Wellness month, with 694 staff members participating in activities.

WHS knowledge within the University was strengthened through 46 types of training courses conducted. A total of 1071 participants attended training courses, with 437 participants attending more than one course. Mental Health First Aid training (nine courses run during the year), has been well attended and received by staff.

The number of work-related incidents reported in 2015 (510) was higher than that of 2014 (431) and there was a significant decrease in accepted compensation claims from 34 in 2014 to 22 in 2015.

The University provided compliance data to the following regulators during 2015 – Comcare, Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), the Australian Safeguards and Non-Proliferation Office (ASNO), and the National Industrial Chemicals Notification and Assessment Scheme (NICNAS) in 2015. An ARPANSA external audit conducted in 2015 identified no non-compliances.
Mental Health First Aid

During 2015, Mental Health First Aid training was delivered to 141 staff as part of eight courses scheduled during the year. The course covers helping adults in mental health crisis situations and/or in the early stages of mental health problems. Pictured are participants of the course conducted 22-23 April 2015.

Call out story: Forum recognises importance of wellbeing for lawyers and law students

While long hours and six-day weeks might be considered part of life for many lawyers, a national forum hosted by the ANU College of Law and the Wellness Network for Law in February reinforced the importance of wellbeing for those working in the legal profession and the need for integrated, systemic reforms and strategies.

Bringing together over 100 academics, lawyers, regulators, students and health professionals, the National Wellness for Law Forum explored issues affecting the mental health and wellbeing in law students and legal professionals, and considered how they might be addressed.

Forum convenor, Stephen Tang – both a registered psychologist and a lecturer with ANU Legal Workshop – said the event was a critical part of acknowledging the high level of stress in law and legal practice, and the efforts being made by law schools and the wider legal sector to respond.

“For many years, the pressures faced by lawyers – and those studying to become lawyers – have been brushed aside as just being part of the job or degree.

“Through the Forum, the ANU has helped expand the conversation about wellness in law and demonstrated the progress being made to promote psychological wellbeing.
“We cannot expect lawyers to be committed advocates for justice or help others if they themselves are not well,” said Mr Tang.

Keynote speakers at the Forum included Justice Shane Marshall of the Federal Court of Australia, who openly discussed his own personal experience of depression in an effort to encourage others to seek help if they found themselves suffering mental health problems.

Call out story: ANU Smoke free

From the middle of July the campus went smoke free. All forms of smoking are prohibited at the University’s campuses, including electronic cigarettes. The only exceptions are designated smoking areas around licensed venues and residential colleges.

The policy covered the entire ANU campus as well as other campuses such as the Mt Stromlo Observatory and Kioloa Campus on the South Coast.

Support has been offered to staff and students to assist them to stop smoking.
THE ENVIRONMENT

[Section title page]

This statement has been prepared to comply with section 516A of the Environment Protection and Biodiversity Conservation Act 1999.

ANU aims to provide a research and study environment that meets the world’s best sustainability practice. Twelve years ago ANU created its first Environment Management Plan (EMP), a comprehensive program for improving campus sustainability. The University is now working from its third Environmental Management Plan 2009 – 2015. The following is a summary of 2015 activities undertaken to improve campus sustainability.

Energy

Smart meters were installed in 220 buildings resulting in ninety percent of buildings on campus now having smart meters. Just over half of the smart meters have been connected to the Building Management System. This initiative provides the ability to collect real-time electricity usage data and therefore allows a better understanding and management of electricity consumption.

Pilot lighting projects are underway at Toad Hall, Ursula Hall and the Research School of Physics and Engineering. The aim of the pilot projects is to identify and adopt a consistent framework for the design and installation of energy efficient lighting technology in 38 buildings across campus.

Work has commenced on improving the efficiency of 44 heating and cooling systems. An additional 31 buildings will have their heating and cooling systems replaced. The main heating and cooling system for the Science Precinct is being recommissioned to optimise efficiency. This has already resulted in a significant reduction in gas and electricity consumption.

Smart gas data loggers using the 3G mobile phone network were trialled in 30 buildings. The loggers upload the gas meter data directly to a web portal. This data can also be fed into the Building Management System to allow building managers to carry out advanced data analysis and set sophisticated automatic alarms.

Biodiversity

Internal and external feedback was incorporated into the draft Biodiversity Management Plan 2016-20, and it is now awaiting final review from senior management. The plan provides a framework for managing the University’s biodiversity values under the Environment Protection and Biodiversity Conservation Act 1999.

Biodiversity monitoring continued, including monthly water quality sampling of Sullivan’s Creek as part of the wider ACT Waterwatch program, and an annual Frogwatch survey which is conducted with the help of student volunteers.

Students and staff participated in a range of biodiversity activities, including a Birdwatching for Beginners course, Sullivan’s Creek clean-up, and tours of Old Canberra House grassy woodlands.
**Waste & Recycling**  
A new waste contract was negotiated with SUEZ/SITA and will commence in 2016. SUEZ/SITA will be the single service provider for all waste streams on campus. In order to encourage waste reduction and improve recycling, clients are now charged based on the weight of material to be disposed, instead of the number of services. Expected benefits of the new waste contract include improved service provision due to dedicated trucks stationed on campus, reduced administrative costs, and accurate data and invoicing.

**Environmental Risk**  
A campus-wide assessment of the risk of University activities polluting the environment was undertaken. The report will be finalised in 2016. Preliminary results show greatly reduced overall risk due to new infrastructure, equipment and safety practices.

**Water**  
An investigation was conducted to find suitable monitoring systems that will provide daily water consumption data. This technology will also enable the timely detection of leaks or faults within systems. On the basis of this research a water monitoring system will be procured in 2016.

**Transport**  
The University increased campus bike storage capacity, with more than 100 additional bike storage spaces installed in 2015.

Planning for the introduction of a campus carshare scheme was completed, and a supplier was engaged to deliver a carshare service commencing in 2016. The scheme will halve the number of ANU-owned fleet vehicles and promote more efficient car use. Staff and students will have the option of using a carshare vehicle for daytime errands as an alternative to bringing their own car to campus.

The Pedestrian and Cyclist Movement Strategy was completed early in the year. The strategy aims to improve the safety, experience and connectivity for staff and students to traverse the campus on bike or foot. Recommendations include establishing a formal path hierarchy of primary, secondary and local routes, upgrading primary paths and reducing the speed of vehicles on campus.

**Planning, Reporting and Communication**  
A new Environmental Management Plan for ANU was developed for the period 2016-2020. This five-year plan builds on previous plans with the aim to improve campus sustainability. The process included completely revising the sustainability goals and identifying measurable indicators.

Community education programs continued and included running promotional activities during Orientation week and Open Day. A very successful community art project using recycled cardboard flowers was held at the Twilight Festival.

A community engagement program aimed at promoting cycling as a safe, social and stress-free mode of travel was implemented. The campaign aimed to encourage safe and responsible behaviour.

**Heritage**  
The stabilised Mt Stromlo Director’s Residence with site interpretation was officially opened. The project gained significant media coverage and community participation.
ANU Heritage ran five events for the ACT and Region Heritage Festival with more than 120 participants across the events, which included guided tours of the Acton Campus and Mt Stromlo Observatory.

Two ACT Government Heritage Grants were awarded to the ANU to develop an Aboriginal Heritage Trail for the Acton Campus and to restore the Lindsay Pryor Walk. ANU Heritage was also heavily involved in the redevelopment of the Siding Spring Visitor Centre which opened in October.

Several National Trust of Australia heritage awards were won, including one for an outstanding project (Mt Stromlo Director’s Residence) and two for significant contribution to heritage conservation (ANU Florey Building, Mount Stromlo Heritage Trail).
A copy of the annual financial statements and the Auditor-General’s report must be included in each department’s annual report tabled in the Parliament. The annual report must include audited financial statements prepared in accordance with the PGPA (Financial Reporting) Rule 2015.
Appendices

(1) The annual report must include in an appendix or appendices any matters required to be included in the annual report of the department by legislation. There are currently specific legislative requirements in relation to:

(a) work health and safety (Schedule 2, Part 4 of the Work Health and Safety Act 2011);

(b) advertising and market research (section 311A of the Commonwealth Electoral Act 1918). In addition to this statutory reporting requirement, agencies must include a statement on advertising campaigns, as set out in Attachment C; and

If no advertising campaigns were undertaken then a statement to that effect should be included in the annual report.

(c) in the case of the following agencies, ecologically sustainable development and environmental performance reporting (section 516A of the Environment Protection and Biodiversity Conservation Act 1999), as set out in Attachment C:

• Commonwealth entities within the meaning of the PGPA Act portfolio departments (as distinct from parliamentary departments);

• Commonwealth companies within the meaning of the PGPA Act executive agencies; and

• agencies declared to be statutory agencies for the purposes of the Public Service Act 1999;

• Commonwealth authorities and companies as defined under the CAC Act; and

• any other Commonwealth agency that is established by or under a law of the Commonwealth and is required by law to give an annual report to the responsible Minister.

(3) Ecologically Sustainable Development and Environmental Performance
Glossary

[marketing]
Freedom of Information

Agencies subject to the Freedom of Information Act 1982 (FOI Act) are required to publish information to the public as part of the Information Publication Scheme (IPS). This requirement is in Part II of the FOI Act and has replaced the former requirement to publish a section 8 statement in an annual report. Each agency must display on its website a plan showing what information it publishes in accordance with the IPS requirements.
Procedure: Asset naming

Purpose

This procedure is made under the Asset naming policy. Its purpose is to outline the procedures by which the University recognizes, through the naming of assets, the contributions of benefactors and individuals or groups who have made an exceptional contribution to the institution’s achievements and future activities.

Definitions

Facility (or facilities) includes:

- University buildings and parts thereof (e.g. rooms, interior spaces, wings, lecture and seminar rooms, laboratories, atria, foyers).
- Open spaces, exterior spaces (e.g. gardens, courts etc.) and roads.
- And all other tangible and relatively permanent features (e.g. natural features, physical improvements), owned operated or controlled by ANU.

Non-physical assets includes, but is not limited to:

- Academic entities (e.g. Centres, Schools, Colleges)
- Academic and Professional positions (e.g. Professorial Chairs)
- Scholarships, bursaries, prizes and student awards

Benefactor is used in recognition of an individual, foundation, corporation or organisation that has made a substantial financial contribution to the University. (The recommended gift thresholds for all naming of University assets are outlined in the Contribution Guidelines for Naming Opportunities).

Honouree is used in either:

- recognising an individual who has made an exceptional contribution to the University by attaining achievements of extraordinary and lasting distinction; or
- recognising a foundation, corporation or organisation that has made an exceptional contribution to the life and/or history of the University.
Procedure

Proposal for naming an asset

1. Proposals for the naming of an asset are endorsed by the Naming Committee and approved by the Council. Proposals concerning the naming of buildings or significant University infrastructure such as sporting ovals, streets, landscape, places, walks and courtyards, are also endorsed by the Campus Planning Committee, prior to their submission to the Council, and following endorsement by the Naming Committee.

2. The members of the Naming Committee are:
   - Vice-Chancellor (Chair)
   - Executive Director, Administration & Planning
   - Deputy Vice-Chancellor (Academic) and/or Deputy Vice-Chancellor (Research)
   - Director, Alumni Relations & Philanthropy
   - Director, Facilities & Services
   - Director, Corporate Governance and Risk
   - One Dean appointed by the Vice-Chancellor

3. An individual or group wishing to submit a naming proposal (the proposer) discusses the proposed name with the Director, Alumni Relations and Philanthropy and the required draft Gift Deed if the proposal involves a philanthropic gift.

4. The individual or group submits a Naming proposal form via philanthropy@anu.edu.au to the Naming Committee for consideration.

5. The Naming Committee considers complete naming proposals. The Naming Committee will seek additional information or commission additional due diligence, if required.

6. The Naming Committee considers proposals that do not adversely affect the University’s reputation and where the gift is otherwise acceptable.

7. Members of the Naming Committee declare any conflict of interest in accordance with University standards.

8. Once endorsed by the Naming Committee, the Director, Alumni Relations & Philanthropy submits the proposal to the Director, Corporate Governance and Risk, who arranges for its submission to the Campus Planning Committee and/or Council, as appropriate.

8.9. Once approved by Council, the Corporate Governance and Risk Office notifies the Director, Alumni Relations and Philanthropy of the approval.
The Director, Alumni Relations and Philanthropy is then to:

- Seek consent from the individual (honouree) for whom the entity is to be named (or representative/next of kin); or
- Advise the benefactor (or representative/next of kin)
- At this time the University also informs the individual or the entity that the University’s approval of naming does not confer the right to the benefactor or honouree to use the University’s name.
- In the case of a benefactor, the Director, Alumni Relations and Philanthropy produces a final Gift Deed outlining the approved naming agreement.

**Implementation of the name**

The Director, Alumni Relations and Philanthropy (or nominee) notifies the Naming Committee, the Campus Planning Committee (as appropriate) and the Council, in confidence, of the final outcome and implements the stewardship and communication plans associated with the approved naming proposal.

The Director, Alumni Relations and Philanthropy (or nominee) notifies in confidence the specific academic organisational unit and/or associated College or Service Division to which the naming relates and informs them of their responsibility for managing the implementation of the name change to all aspects of the academic organisational unit’s activities and functions.

The Director, Alumni Relations and Philanthropy (or nominee) notifies the Director, Strategic Communication and Public Affairs for arrangements of the formal announcement to be made.

Upon final approval for the naming and after the naming has been publicly announced, a copy of the naming proposal, naming agreement and other relevant documents are held by Facilities and Services.

Facilities & Services maintains a naming register containing details of all facilities named and approved under the Asset Naming Policy.

A copy of the approved naming proposal will also be provided to Alumni Relations and Philanthropy by Facilities & Services. Alumni Relations and Philanthropy are responsible for maintaining and updating the University’s community database with newly named entities, property and other indicia, to include the details of the benefactor or honouree who has been recognised, the date of naming, time frame for naming, individual or Faculty who proposed the naming.

The ANU community adopts the new title of a space into common usage. The new name is communicated to staff and students by the Director, Facilities & Services,
including appropriate room signage, building maps, room bookings and on students’ timetabling.

17-18. Signs acknowledging a space’s new title adhere to the standard methodology for labelling within a particular building and are subject to University policies and guidelines applicable to signage.

18.19. Facilities & Services ensure that signage for the named space is produced in keeping with the building or environment in which the named space resides.

19.20. All facilities named after a benefactor or honouree incorporates the display of an approved plaque containing the chosen name given to the facility and other information relating to the naming as deemed appropriate.

20.21. The costs associated with the naming of University assets including but not limited to, the production and installation of the plaque, signage and costs relating to the hosting of a space naming ceremony, are to be met from the University’s central budget and are approved by the Executive Director, Administration and Planning. Where a College or Service Division is the recipient of a financial donation or sponsorship in respect of the naming, the costs are borne by the College or Service Division.

Period of naming

21.22. The terms of naming are ‘in perpetuity’ (defined as the useful life of the building or asset as determined by the University) or for a specified period of time.

22.23. The temporary naming of a facility occurs for identification purposes. These names indicate use or location, or have another neutral connotation, so that they are easily changed. Temporary names are used for an indefinite period, when required.

Review and amendment of asset names

23.24. The Director, Facilities and Services and the Director, Alumni Relations and Philanthropy review asset names on an annual basis.

24.25. Reviews of and amendments to names are put forward to the Naming Committee outlining the rationale and the communication strategy to the affected honouree or benefactor.

25.26. The Naming Committee endorses and the Council approves review of and amendments to asset names. Proposals to amend the naming of buildings or significant University infrastructure such as sporting ovals, streets, landscape, places, walks and courtyards, are also endorsed by the Campus Planning Committee, prior to their submission to the Council, and following endorsement by the Naming Committee.
Disestablishing or replacing a name

26.27. The Naming Committee endorses and the Council approves the disestablishment or the removal of asset names. Proposals to disestablish or the remove the naming of buildings or significant University infrastructure such as sporting ovals, streets, landscape, places, walks and courtyards, are also endorsed by the Campus Planning Committee, prior to their submission to the Council, and following endorsement by the Naming Committee.

27.28. Cases to disestablish or remove an asset name put forward to the Naming Committee via a memo outlining the rationale and the communication strategy to the affected honouree or benefactor.

28.29. Reasons for disestablishing a name include:

- The Individual or organization (benefactor or honouree) after whom an asset has been named comes into disrepute;
- The existing named asset is to be demolished or has been subject to substantial change. The original name may then be considered for transferring or reinterpreting onto a new asset (See Transferring a name below);
- The existing name is considered to be interim or temporary or does not adequately reflect the status or naming opportunity of the asset;
- The agreed period of the naming opportunity has expired.

29.30. Where it is proposed that a named space will be renamed or the existing name removed, the original benefactor or honouree is notified by the Director, Alumni Relations and Philanthropy (or nominee) in advance of any formal announcement. If the benefactor or honouree is deceased, reasonable efforts will be made to inform the next of kin in advance of the renaming. Recognition of earlier benefactors or honourees is included where appropriate.

30.31. Where a naming is for a limited period of time, the University removes the name and/or rename the asset on the expiration of that time.

Transferring a name

31.32. A transfer or reinterpretation of a naming onto a new asset is considered via new naming proposal submission, if the existing asset is removed, substantially modified or in the case of facilities, has changed function as a consequence of redevelopment.

32.33. A proposal to transfer a name is to be submitted in sufficient time for approval prior to the removal of the original asset.
Revocation of naming

33.34. No commitment to a naming extends beyond the clearly defined time frame for naming or the useful life of the asset that has been named, whichever is the shorter period of time as outlined in these procedures.

34.35. The Council reserves the right to revoke the naming approval at any time, if for any reason it considers the association with the name to be damaging to its reputation or if the benefactor is in breach of the terms of the gift deed.

35.36. In the case of early revocation, the University shall inform the benefactor or honouree outlining its decision.

Disputes about the proposal, amendment or disestablishment of a name

36.37. The decision of the Council on all naming is final.
Meeting No. 1/2016 of the Academic Board was held on Tuesday 8 March 2016 at 9.30 am in the RC Mills Room, Chancelry.

Present: Professor Glasgow (Chair), Professor Schmidt, Professor Harding, Professor Cardew-Hall, Professor Leitch, Professor Baker, Ms Mathey, Ms Angel (for Mr Erickson), Professor Pickering, Professor Taylor, Associate Professor Whitford, Professor Bottomley, Dr Cowan, Ms Missingham, Dr Whiting, Professor Raymer, Associate Professor Ferris, Dr Schmidt, Professor Elliott, Professor Cribb, Professor Powers, Professor Fargher, Professor Pitchford, Dr Lu, Professor Renz, Associate Professor Gani, Associate Professor Fahrer, Professor Lindesay, Associate Professor Kramer, Dr Bennett (for Professor Ireland), Professor Krumholz (for Professor Kewley), Ms Veness, Mr Gill, Ms Willis

Observers: Professor Lo, Ms Gouldthorp, Dr Royston Gustavson, Mr Evans, Dr Wilde, Ms Hawkins, Mr Hannan, Ms Parker, Professor Keating, Ms Gowor, Professor Fforde, Dr Taylor.

Apologies: Professor Hughes-Warrington, Professor Huntington, Professor Raymer, Associate Professor Strazdins, Dr Orthia, Dr McKinnon, Professor Ireland, Mr Erickson, Associate Professor Sadeghi, Mr Wilson, Professor Abhayapala, Professor Dowers, Associate Professor Newitt, Professor Dodson.

In Attendance: Ms Easton.

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:

- Today is International Women’s Day. Please note the all staff email from the Vice-Chancellor announcing that ANU will be inaugural member of the Science in Australia Gender Equity (SAGE) Pilot project aimed at addressing the underrepresentation of women in science and science leadership.

- The network issues experienced across campus over the last week may have impacted on member’s ability to prepare for this meeting. Apologies but this was beyond our control.

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 1-11, 12, 13, 15-18, 21, 27, 28, 31-34.

Resolution
The Academic Board resolved to approve unstarred items.

Item 4  Minutes
Resolution
That the Academic Board accept the minutes (404/2015) of meeting 6/2015 of the Academic Board held on 8 December 2015 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 (492/2016) and updates on action items as reported below.

Item 6  Confidential items
There were no confidential items raised at the meeting. The Chair noted that on the Agenda, Item 12 'Academic Promotions Report' was confidential and for that items observers would be asked to briefly step out of the room.

Part 2 – Information Flow

Item 7  Report from the Vice-Chancellor
The Chair welcomed the Vice-Chancellor to his first meeting of the Academic Board.

The Vice-Chancellor provided a written report in the Agenda papers and highlighted the following:

- The Vice-Chancellor is happy for feedback as to what Board members would like to see included in VC reports in the future.
- The transition for the new VC has been fun and interesting. The VC has been going to each College for a brief visit and then plans further visits to schools and divisions.
- A key part of the VC workload in the first six months is development of a strategic vision and a strategic plan. It is time to reassert what it means to be the national university and what we want to achieve. The strategic plan should not be viewed as just a hand out but should allow engagement from the university in the plan going forward. Ultimately strategic planning will be done at the school level. The Executive is a facilitator in this process.
- School of Culture, History and Language (CHL): CHL was formally reviewed by an eminent international panel of specialists in Asian and Pacific Studies in August 2015. The VC is taking an active interest in the process and outcomes for CHL, and have met with staff from the School to convey this.
- School of Music: The VC has appointed Professor Andrew Podger AO to head a consultation process.

The Board discussed the VC report and noted:

- The Watt Review of Research Policy and Funding Arrangements requires careful consideration of how meaningful input into these conversation can happen at a University level. Activities happen at the School level, the process of connecting central areas to schools happens primarily through Deans. It is timely to think about how we can connect up parts of the university. In first instance, areas are encouraged to talk to your Dean.

Resolution
That the Academic Board noted the Report and comments made in discussion.

Item 8  Report from the Deputy Vice-Chancellor (Academic)
Resolution
That the Academic Board noted the Report.
Item 9  Report from the Deputy Vice-Chancellor (Research)
The Deputy Vice-Chancellor (Research) provided a verbal report noting the following:

- At the start of each month a Research & Innovation update is circulated to all staff via email.
- Research & Innovation Q&A Forums are being run in March to provide information on the Watt Review and National Innovation and Science Agenda, the opportunities and challenges for ANU. While the presentations will be structured to focus on topics relevant to HASS and STEM disciplines, please feel free to attend any session.
- Effective communication across campus remains a challenge – suggestions or feedback on the forums or other methods of communication are welcomed.
- Defence Trade Controls Act. Research Service Division (RSD) has been working closely with schools where activity is most likely to be effected. Within schools a Defence Trade Control Officer has been appointed. Concern was raised prior to this meeting by a Board member who indicated there has been insufficient information available. The DVC(R) will follow up directly with the staff concerned. This is disappointing as there has been a lot of communication with and tools made available to Schools. In the next monthly research update a list of contact people will be provided. RSD is currently looking for casual PhD students to assist with the process.

The Board discussed the report and noted:

- Staff reported they have enjoyed the Research & Innovation Q&A Forums
- University Research Committee will be discussing the potential impact of growing industry engagement and how this may feed into academic profiles. URC discussion will feedback into the Board in due course.

Resolution
The Academic Board noted the Report.

Item 10  Report from the Chair
The Chair provided a written report in the Agenda papers and asked members to note:

- Elections: The current term for most elected members of the Board expire on 1 May 2016. Election processes are underway. I would like to take this opportunity to thank the current members of the Board. I hope you will consider standing for re-election and continuing to support the work of the Board.
  - Call for nominations for the 2 professional staff members were circulated yesterday.
  - Call for nominations for ‘4 members of the academic staff elected from among the membership of the College Executive Committees of the ANU Colleges, not being the Dean of a College’ went out on 25 February. Nominations close Friday 11 March. Colleges Deans please encourage nominations from your area.
  - College academic staff elections are underway and being coordinated through the College GM’s Offices.
- Academic Board ‘Town Hall’ Info Sessions: There are two further session on 29 March, please encourage staff to attend.

Resolution
The Academic Board noted the Report.

Item 11 International Strategic Planning
The Pro Vice-Chancellor (International and Outreach) provided a written update to Academic Board members on the International Strategic planning process.

Concern was raised by a Board member on behalf of a colleague about the speed of the change management and the extent of support for change process. The Chair noted that the Academic Board brief is to focus discussion of the academic quality of the education and research offerings. Change management of itself is not the business of the board.

The Pro Vice-Chancellor (International and Outreach) gave her assurance to Board that the change management process was fully compliance with university processes.

Resolution

ACADEMIC BOARD REPORT
The Academic Board: received an update on the development of the International Strategic planning process.

**Item 12 Academic Promotions Report**

Resolution

The Board noted the confidential 2015 Academic Promotions Report.

**Item 13 ANU Students’ Association 2016**

Mr Ben Gill, ANUSA president provided an overview of ANUSA, the services provided to students and highlighted opportunities to increase awareness of ANUSA within Academic Colleges and Divisions.

On behalf of ANUSA Ben thanked the University Librarian, Roxanne Missingham for her willingness to discuss issues arising from proposed library fines and for the openness and transparency in engagement with the student community.

Resolution

The Academic Board noted the following items:

1. the overview of ANUSA and services provided to students.
2. the student support resources and nominate their interest in arranging a meeting with ANUSA representatives and staff by emailing sa.president@anu.edu.au.
3. the 2016 priorities and provide feedback and or suggestions to sa.president@anu.edu.au by Friday 18 March 2016.

**Item 14 Approval by Executive Action**

Resolution

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

**Item 15 General Question Time**

No questions were raised at the meeting.

**Part 3 – Strategy & Planning**

**Item 16 Hot Topic: PhB and Engineering (R&D) market research**

The Pro Vice-Chancellor (Student Experience) provided a report on the market research undertaken on the PhB and Engineering R&D degrees.

Brody Hannan a second year science student addressed the Board emphasizing:

- He had attended a rural high school in Cowra and was awarded the Dux of the school. His ATAR of 95 was the highest mark the school had ever received at the time. He had hoped to study PhB, but despite a passion for science and 10 bonus points he was not accepted into the program. ANU does not accept bonus points for entry to the PhB.
- In class, during labs and tutorials PhB students quickly form cliques. This forms a cultural division within the cohorts. Argument can be made that if you demonstrate you can get the marks you can transfer in to the PhB but by that time you have missed out on many of the unique elements of the PhB like the camp and mentorship opportunities.
- Diversity is crucial for this co-hort. More needs to be done to see more rural students in the PhB. An ATAR of 99 is not achievable and is often unheard of in rural schools. Medical schools allow allocation of a certain number of spots to rural students. This should be considered in allocation to the PhB.

Kathryn Parker a former PhB student addressed the Board noting:

- She had experienced confusion arising from the broader community not understand what the degree was about and what the name meant.

The Board discussed the report and noted:

- Discussion are underway through University Education Committee on ANU+ and issues of admission to the PhB should be included in the broader discussions.
• Science is undertaking a research project to look at undergraduate programs and this will include thinking about what approaches from the PhB, principles around engagement, support and mentorship could be applied more broadly across programs.

• Currently the selection process is mainly focused on ATAR, there are some interviews but that could be broadened.

• From the College perspective the PhB has been a positive story and seen growth in student numbers.

• Marketing for the program could be re-invigorated and diversified. It would be useful to provide experiences from the current and previous co-horts. PhB students have gone on to become leading scholars in their field internationally and these stories would be good examples for interested applications.

• Is it timely for the Coursework Admissions and Awards Committee to re consider the bonus point schedule?

• When a PhD is awarded supporting material is required to explain what the PhD was in. Does the PhB need to enhance the information provided to graduands.

• Equity pathways are crucial in bringing in brilliant students from diverse backgrounds.

The Board discussed the recommendation noting:

• UEC should discuss ways of ensuring that opportunity for global internships are made available to all ANU students.

• That point 2 c. should include reference to humanities and the arts.

Resolution

The Academic Board:

1. Discuss the following items in relation to the PhB and Engineering R&D degrees:

   a. The equity issues associated with the entry requirements of the PhB, where the majority of Australian schools are never going to produce the required marks but regularly produce students who come here and excel in our ‘ordinary’ BSc and are not getting into PhB.

   b. That there is continued confusion around the name Bachelor of Philosophy (PhB) and the impact this is having on the market, especially the low SES.

2. Approve the following recommendations from the University Education Committee:

   a. That all students undertaking the PhB and R&D students are provided the opportunity of a global internship for credit.

   b. That an endowment strategy be developed to provide funding for global internship opportunities for PhB and R&D students.

   c. That the following employment outcomes are prominently promoted in PhB and R&D marketing materials:

      • Academic employment and pathway to research
      • Elite public service careers. Graduates can think clearly, write concisely and analyse deeply
      • Cutting-edge jobs in technology, business, entrepreneurship, humanities and the arts

   d. That ANU use the following ways to improve understanding of the quality of ANU research and teaching outside the Canberra and the ACT region:

      • Arrange visits by leading researchers and award winning educators to schools and expos outside of Canberra
      • More active university led engagement with industry in Sydney and Melbourne – we can harness our alumni who have been successful in industry to be champions of ANU research and education
      • Harnessing the reputation of our new VC to highlight the research prowess of ANU
      • Increasing industry collaboration in research with partners outside of the ACT
      • Establish more scholarships with key interstate secondary schools
      • Focus on ATAR plus and equity pathways.

Item 17 Response to the Academic Board self-assessment survey

The Academic Board discussed proposed actions arising from the self-assessment exercise.

The Chair noted a number of areas for improvement have been highlighted and these appear in the agenda papers and cover: Induction, Agenda template, Hot Topics and meeting conduct.
Professor Lo, the incoming Board Chair, noted that members of the Board need to act as the conduit for information flow. She will be looking to the current members of the Board and new members as part of the process of soliciting, informing and providing feedback.

Resolution
The Academic Board discussed areas for improvement that were highlighted through the Board self-assessment discussion.

Item 18 Key Performance Indicator (KPI) B5: Student Experience of Learning & Support (SELS)
The Board noted the report on the responses made by Colleges in the ANU by 2020 KPI B5 spreadsheet for semester 1, 2015 SELS results for courses with an agreement rate <60%.

It was noted that the requirement to radically re-boot a course raises issues around timing and might not necessarily get a better response in SELS, it might take some time to reflect the change. That recommendation has already been approved by the Board however the comment will be noted by the Deputy Vice-Chancellor (Academic) when the resolution is next considered at UEC.

Resolution
The Academic Board approved the following recommendations:

a. the responses made by Colleges in the ANU by 2020 KPI B5 spread sheet each semester 1, 2015 course with an agreement rate of <60%.

b. the cases made by Colleges for the retention of courses with an Overall Satisfaction rate of <50% after two or more offerings, and that the following approach has been made to these courses:
   i. disestablish the course, or;
   ii. radically reboot and rebuild the course, and the new course proposal will require endorsement from UEC and approval at Academic Board before it is offered again.

Part 4 – Academic Quality & Standards

Item 19 2015 Annual Report – Appeals, Discipline and Academic Misconduct

Resolution
That Academic Board noted the 2015 report on appeals, discipline inquiries and academic misconduct and the following actions to be undertaken and reported on in the 2016 annual report:

1. That DSA will implement a process to report the outcomes of procedural appeals back to the Academic Progress Committee (APC).
2. That ASQO will continue regular and ongoing conversations regarding academic integrity to continue to embed the new practice. In the first half of 2016, particular focus will be given to discussions on ghost writing.
3. That the Dean of Students will hold discussions with ADEs and College academic advisors to identify and share successful intervention strategies that help students understand and avoid poor academic practice.
4. That the Dean of students will analyse the detail of the academic integrity cases reported in 2015 in order to explain the variability in numbers of cases reported by Colleges; to provide feedback to Colleges to assist in improved student support and College reporting practices.

Item 20 2015 Report of the University Awards Committee

Resolution
The Academic Board noted the final 2015 report of the University Awards Committee.
Item 21 Comparing ANU Education Awards and Grants with Selected Highly Ranked Universities
Resolution
The Academic Board approved the following recommendations:
1. That ANU offer a ‘most influential course award’ as part of the suite of Vice-Chancellor’s Awards for Excellence in Education; and
2. That ANU education grants allow, where appropriate and against set criteria extensions of periods of longer than one year for development and implementation.

Item 22 Enrolment behaviours report
Resolution
The Academic Board noted:
1. the analysis of adding and dropping course enrolment and;
2. that DSA and PPM undertake the following activities and report back to UEC 4/2016:
   a. further analysis to assess the impact of curriculum changes on enrolment behaviour.
   b. Undertake preliminary consultation on an annual timetable and when this is published (brought forward in the cycle) to inform student choices, noting this is a large-scale change and would require substantial lead in time and a full implementation plan.
   c. Undertake consultation around further managing study structures (majors and minors).

Item 23 ANU Medical School accreditation progress report
Resolution
The Academic Board noted the actions taken by the ANU Medical School in regards to their accreditation requirements.

Item 24 Report on issues in various media reports on ATAR and University Admissions
Resolution
The Academic Board noted the report on issues in various media reports on ATAR and University Admissions.

Insert 25 Timetabling Late Change Requests
Resolution
The Academic Board noted the timetabling changes after the release of the draft timetable for Semester 1 and Semester 2, 2015.

Item 26 Academic Calendar 2017, 2018, and 2019
Resolution
The Academic Board approved the academic calendar dates for 2017, 2018, and 2019.

Item 27 Implementation of the 2017 Academic Calendar
The Board discussed the proposal for the required implementation actions for the revised academic calendar in 2017.

It was noted that discussion at UEC had indicated ANU College of Arts and Social Sciences would have operational issues if a bulk process is not available. The Acting Registrar (Student Administration) indicated DSA is relatively confident they can provide a solution but still need to finalise discussions with the service provider. The Academic Standards and Quality Office will be liaising with Colleges on this issue.

Action: UEC to discuss the operational issues and College resourcing.

Resolution
The Academic Board approved the implementation plan for the introduction of the revised Academic Calendar in 2017. The Board noted that the plan is high level and further work will be done to outline details of the operational issues. Implementation considerations and progress reports are to be discussed via University Education Committee.
Item 28 Lecture attendance and downloads data semester 2015
This item was postponed and will be discussed at Academic Board 2/2016.

Part 5 – Reports from Committees

Item 29 Report from University Education Committee
Resolution
The Academic Board noted the report.

Item 30 Report from University Research Committee
Resolution
The Academic Board noted the report.

Part 6 – Accreditation

Item 31 Summary of Accreditation 2015
Resolution
The Board noted the summary of accreditation status and activities for 2015.

Item 32 Undergraduate Awards

Item 32.1 New Undergraduate Awards
Resolution
The Board approved the following undergraduate Awards be accredited as recommended by University Education Committee.
ANUCASS
Diploma of Music
ANUCECS
Bachelor of Data, Statistics and Society;
ANUCMBE
Bachelor of Environment and Sustainability
Bachelor of Environment and Sustainability (Honours)
Bachelor of Environment and Sustainability Advanced (Honours)

Item 32.2 Review of Undergraduate Programs
Resolution
The Board approved that the following undergraduate program be reaccredited as detailed below.

<table>
<thead>
<tr>
<th>College</th>
<th>Code</th>
<th>Award</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASS</td>
<td>BEURO</td>
<td>Bachelor of European Studies</td>
<td>Reaccredit until 31 December 2021.</td>
</tr>
<tr>
<td>CASS</td>
<td>HEURO</td>
<td>Bachelor of European Studies (Honours)</td>
<td>Reaccredit until 31 December 2021.</td>
</tr>
<tr>
<td>CASS</td>
<td>BLAMS</td>
<td>Bachelor of Latin American Studies</td>
<td>Reaccredit until 31 December 2017.</td>
</tr>
<tr>
<td>CASS</td>
<td>HLAMS</td>
<td>Bachelor of Latin American Studies (Honours)</td>
<td>Reaccredit until 31 December 2017.</td>
</tr>
<tr>
<td>CASS</td>
<td>BMECA</td>
<td>Bachelor of Middle Eastern and Central Asian Studies</td>
<td>Reaccredit until 31 December 2017.</td>
</tr>
<tr>
<td>CASS</td>
<td>HMECA</td>
<td>Bachelor of Middle Eastern and Central Asian Studies (Honours)</td>
<td>Reaccredit until 31 December 2017.</td>
</tr>
</tbody>
</table>
Item 32.3 Disestablishment of Undergraduate Awards

Resolution
The Board approved the disestablishment of undergraduate Awards as detailed below.

ANUCMBE
Bachelor of Interdisciplinary Studies (Sustainability)
Bachelor of Interdisciplinary Studies (Sustainability) (Honours)

Bachelor of Interdisciplinary Studies (Sustainability) Advanced (Honours)
Bachelor of Science (Forest Sciences)
Bachelor of Science (Forest Sciences) (Honours)
Bachelor of Science (Resource and Environmental Management)
Bachelor of Science (Resource and Environmental Management) (Honours)

Item 33 Graduate Coursework Awards

Item 33.1 New Graduate Awards

Resolution
The Board approved the Augmentation to the Master of Engineering Award be accredited until 31 December 2019 as recommended by the University Education Committee.

Item 33.2 Review of Graduate Coursework Programs

Resolution
The Board approved the following graduate coursework programs be reaccredited as detailed below.

<table>
<thead>
<tr>
<th>College</th>
<th>Code</th>
<th>Award</th>
<th>Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASS</td>
<td>MIIMW VIMMW</td>
<td>Master of Islam in the Modern World Master of Islam in the Modern World (Advanced)</td>
<td>Reaccredit until 31 December 2018 with conditions: 1. Commencing load for 2017 (as at September 2017) is at least 5 EFTSL. 2. Islamic Banking specialisation and Indonesian Language courses are included from 2017.</td>
</tr>
</tbody>
</table>

Item 33.3 Disestablishment of Graduate Coursework Awards

Recommendation
The Board approved the disestablishment of the Augmentation of the Master of Engineering Award from 1 January 2017.

Supplementary Agenda Items

Item S.1 Non-award admissions for Master of Applied Data Analytics

Resolution
The Board approved all Non-award applicants who wish to study the intensive courses forming part of the Master of Applied Data Analytics (MADA) be admitted under the program 5170 CECS Graduate non-award program.
Item S.2 New Graduate Coursework Awards

Resolution
The Board accredited the suite of graduate coursework programs in management for a period of five years from the first intake of each program, as detailed in the Agenda papers. The ‘Research School of Management Postgraduate Renewal Omnibus’ provides full details of the proposed new suite.

Part 7 – Items of other business

Item 34 Any other business

The Deputy Chair, Professor Cribb, on behalf of the Board and Steering Committee members noted that this was Professor Glasgow’s last meeting as Chair of the Board and thanked Professor Glasgow for his leadership which has assisted the Board to get through such a large volume of work over the last two years.

Professor Glasgow noted it was a privilege to be in a role like this and to be able to continue the excellent work undertaken by Professor Fiona Wheeler. Professor Wheeler started something that hadn’t been part of ANU for a long time and did tremendous work in setting up the framework for the Board. Professor Glasgow commented it is important that ANU have a forum like this and that he hopes Professor Lo enjoys her term as Chair.

MTE
15/03/16
# LIST OF TRANSACTIONS BY POWER OF ATTORNEY

## BETWEEN 9 FEBRUARY 2016 AND 9 MARCH 2016

<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1269</td>
<td>09/02/2016</td>
<td></td>
<td>Confidentiality Agreement between Whitehelm Capital and The Australian National University re potential Alternative Investments on behalf of the Long Term Investment Pool</td>
</tr>
</tbody>
</table>
Significant Events from 27 January – 9 March 2016

What constitutes a Significant Event?
A public lecture, event or seminar which attracts over 200 guests, a named lecture of historical significance, a lecture by a significant overseas guest, a visit by a significant overseas guest, a visit or talk by a local or federal member, building opening, or awarding of major prize.

JANUARY

FEBRUARY

Institutional visit
Indian Institute of Science
Monday 1 February 2016
A delegation from the Indian Institute of Science (IISc), led by IISc Director Professor Anurag Kumar, visited ANU to develop and reinforce ANU-IISc collaboration and interaction in education and research. The delegation was welcomed to campus by Professor Margaret Harding, and met with representatives of the ANU College of Medicine, Biology & Environment, led by Professor Karan Kirk, the ANU College of Physical & Mathematical Sciences, led by Professor Andrew Roberts, and the ANU College of Engineering & Computer science, led by Professor Thushara Abhayapala.

VIP Visit
Centre for Arab and Islamic Studies
Delegation: Organisation of Islamic Cooperation
Tuesday 2 February 2016
The Vice-Chancellor and Professor Amin Saikal, Director of the Centre for Arab and Islamic Studies (CAIS) hosted the delegation led by His Excellency Mr Iyad Ameen Madani, Secretary General of the Organisation of the Islamic Cooperation and His Excellency Dr Abdusalam Abadi, Secretary of the Islamic Fiqh Academy. The delegation and academics from CAIS held discussions over lunch.

VIP Meeting
Tuesday 2 February 2016
The Vice-Chancellor met with the Hon Christopher Pyne MP, Minister for Industry, Innovation and Science.

VIP Meeting
Tuesday 2 February 2016
The Vice-Chancellor met with the Hon Mark Dreyfus QC MP, Shadow Attorney-General and Shadow Minister for the Arts.

VIP Event
All Staff Welcome
Thursday 4 February 2016
The Vice-Chancellor and Chancellor addressed ANU staff at the commencement of the academic year.
1,300 people were in attendance.
VIP Meeting
Thursday 4 February 2016
The Vice-Chancellor met with the Hon Kim Beazley, former Australian Ambassador to USA and former ANU Chancellor.

VIP Visits
ANU College of Physical and Mathematical Sciences
German Federal Ministry of Education and Research
Friday 5 February 2016
A delegation from the German Federal Ministry of Education and Research met with the Dean of the College of Physical & Mathematical Sciences and staff from the Research School of Physics and Engineering before conducting a tour of the National Computational Infrastructure.

VIP Event
ICONN Conference
Monday 8 February 2016
The Vice-Chancellor and the Hon Karen Andrews MP, Assistant Minister for Science, spoke at the opening of the biennial ICONN conference. The conference featured plenary talks and presentations on topics including Nanomaterials, Nanotechnology for Energy and Environment & Commercialisation, Safety and Societal Issues of Nanotechnology.

VIP Meeting
Monday 8 February 2016
The Vice-Chancellor met with the Hon Paul Fletcher MP, Minister for Major Projects, Territories and Local Government.

VIP Conference
Development Policy Centre, Crawford School of Public Policy
2016 Australasian Aid Conference
Wednesday 10 February 2016 - Thursday 11 February 2016
The Vice-Chancellor welcomed Mr Peter Varghese AO, Secretary for the Department of Foreign Affairs and Trade, who delivered the conference opening address.

VIP Event
ANU Student Commencement Address
Thursday 11 February 2016
The Vice-Chancellor hosted the inaugural Student Commencement Address featuring speakers including Senator the Hon Simon Birmingham, Minister for Education and Training, Lieutenant General David Morrison AO, 2016 Australian of the Year and former Chief of the Australian Army, and Professor Mick Dodson AM, Director of the ANU National Centre for Indigenous Studies.
1,700 people were in attendance.

VIP Delegation
ANU Centre for European Studies
11 February 2016
The Vice-Chancellor met with a delegation from the Christian Democratic Union before beginning discussions with ANU academics covering issues including Australia’s response to European migration crisis and mobility and security in the region.
Major Event
Australia’s involvement in Gravitational Waves research
Australian Parliament House
Friday 12 February 2016
ANU coordinated the Australian press conference announcing Australia’s involvement in proving the existence of gravitational waves. A collaboration between ANU, University of Western Australia, Monash, University of Melbourne, University of Adelaide, Charles Sturt University and CSIRO, this event got significant media attention, including live broadcasts by ABC and SkyNews.

VIP Event
Australia Day Honours recipients
Friday 12 February 2016
Recipients of Australia Day Honours with links to ANU were hosted at the Vice-Chancellor’s residence for drinks.

VIP Event
ANU Scholarly Information Services/Library
ORCiD Launch
Monday 15 February 2016
The Vice-Chancellor greeted Senator Zed Seselja and welcomed participants to the Open Researcher and Contributor ID (ORCiD) Conference. At the conference the Senator launched an Australian national consortium to be part of ORCiD program.

Partner visit
Nanyang Technological University, Singapore
Monday 15 February 2016
President Bertil Andersson, Nanyang Technological University, visited ANU to discuss current developments at the University, share perspectives and discuss potential collaboration. He met with the Vice-Chancellor and Professor Shirley Leitch, as well as representatives of the ANU College of Arts & Social Sciences, led by Professor Paul Pickering.

VIP Meeting
Tuesday 16 February 2016
The Vice-Chancellor met with Mr Simon Corbell MLA, Deputy Chief Minister, ACT Government.

VIP Event
ANU School of Art
Vice-Chancellor’s College Artists Fellows Scheme (VCCAFS) Opening
Tuesday 16 February 2016
The Vice-Chancellor formally opened the exhibition. The VCCAFS is an innovative five year scheme aimed at promoting collaborative research between disciplines in the University.

VIP Roundtable
National Security College
Cyber Week
Wednesday 17 February 2016
The Vice-Chancellor hosted a roundtable working lunch of International experts on cyber security. Attendees including senior officials from Department of Prime Minister and Cabinet,
Department of Industry, Innovation and Science and representatives of Cisco, Telstra, Commonwealth Bank and more.

**Major Event**  
*Eat, drink and be literary with Anna Funder*  
Thursday 18 February 2016  
Author Anna Funder joined ABC 666 Presenter Alex Sloan in conversation to discuss her back catalogue of books.  
180 paying guests were in attendance.

**VIP Event**  
*ANU International Students Department*  
Friday 19 February 2016  
The Vice-Chancellor attended a reception welcoming international students to ANU.  
400 people were in attendance.

**VIP Meeting**  
*Tuesday 23 February 2016*  
The Vice-Chancellor met with Senator the Hon Kim Carr, Shadow Minister for Higher Education, Research, Innovation and Industry.

**VIP Meeting**  
*Wednesday 24 February 2016*  
The Vice-Chancellor met with the Hon Karen Andrews MP, Assistant Minister for Science.

**VIP Meeting**  
*Thursday 25 February 2016*  
The Vice-Chancellor met with Senator the Hon Simon Birmingham, Minister for Education and Training.

**VIP Meeting**  
*Thursday 25 February 2016*  
The Vice-Chancellor met with the Hon Wyatt Roy MP, Assistant Minister for Innovation.

**VIP Event**  
*Fenner Residential Hall Commencement Dinner*  
Friday 26 February 2016  
The Vice-Chancellor attended the dinner welcoming students to ANU and their residential college.  
500 people were in attendance.

**VIP Event**  
*Tuckwell Scholarship Commencement Dinner*  
Saturday 20 February 2016  
The Vice-Chancellor delivered the keynote address to the incoming Tuckwell Scholars and their predecessors.
Major Event
**ANU/The Canberra Times meet the author series**
*Tuesday 23 February 2016*
Wiradjuri man and leading Australian journalist Stan Grant discussed his new book, *Talking To My Country*, a powerful and personal meditation on race, culture and national identity. More than 800 people in attendance.

**Major Event**
**ANU Women’s Department**
Hunting Ground screening  
*Wednesday 24 February 2016*
The Vice-Chancellor spoke at the beginning of the documentary *The Hunting Ground* which follows the journey of a number of women who have been sexually assaulted on US University Campuses. The screening was followed by a panel discussion. More than 200 people were in attendance.

**Partner visit**
**Singapore Management University, Singapore**
*Monday 29 February 2016*
President Arnoud De Meyer, Singapore Management University, visited ANU to explore potential collaboration. He met with the Vice-Chancellor, Professor Marnie Hughes-Warrington and Professor Shirley Leitch, as well as representatives of the ANU College of Arts & Social Sciences, led by Professor Paul Pickering, the ANU College of Asia & the Pacific, led by Professor Veronica Taylor, the ANU College of Law, led by Professor Stephen Bottomley, and the ANU College of Business & Economics.

**VIP Lecture**
**Development Policy Centre, Crawford School of Public Policy**
**2016 Harold Mitchel Oration**
*Monday 29 February 2016*
The Vice-Chancellor welcomed His Excellency Mr John Berry, Ambassador to the United States of America Ambassador at the annual Harold Mitchell Oration, delivered by Mr Mark Dybul, Executive Director of The Global Fund to Fight AIDS, Tuberculosis and Malaria. More than 200 people were in attendance.

**Institutional visit**
**Pontificia Universidade Catolica do Parana, Brazil**
*Monday 29 February 2016*
A delegation from Pontificia Universidade Catolica do Parana, led by Ms Paula Trevilatto, Pro Vice-Chancellor (Research), visited ANU to discuss internationalisation and engagement opportunities. They met with representatives of the Joint Colleges of Science.

**MARCH**

**Major Event**
**ANU/The Canberra Times meet the author series**
*Tuesday 1 March 2016*
British author Jasper Fforde - 2004 winner of the Wodehouse Prize for comic fiction – spoke exclusively at ANU on his bestselling books which include the Thursday Next and The Last
Dragonslayer series.
More than 300 people were in attendance.

Major Event
ANU College of Physical and Mathematical Sciences
Wednesday 2 March 2016
ANU academics Professor Joan Leach, Associate Professor Charley Lineweaver and Dr Peter Riggs spoke at the panel discussion ‘The future of physical science’ chaired by ABC 666 presenter Phil Clarke.
More than 200 paying people were in attendance.

Major Event
Australian National Internships Program (ANIP) parliamentary reception
Wednesday 2 March 2016
The Hon Tony Smith, Speaker of the House of Representatives, and Senator the Hon Stephen Parry, President of the Senate, hosted new ANIP interns for reception at Parliament House. The Vice-Chancellor and Pro Vice-Chancellor (Student Experience) were also in attendance.

VIP Event
ANU Centre for European Studies
Thursday 3 March 2016
Minister for Finance Senator the Hon Mathias Cormann and Belgian Ambassador His Excellency Mr Jean-Luc Bodson, spoke at the symposium: Advocacy and Public Policy – co-hosted by the Embassy of the Kingdom of Belgium.

VIP Event
Embassy of the Federal Republic of Germany
Thursday 3 March 2016
Dr Brad Tucker led guests from the Embassy on a group tour of Mount Stromlo.

VIP Event
ACT Chief Minister’s Student Welcome
Friday 4 March 2016
The event celebrated international and domestic students through the Study Canberra initiative. The Vice-Chancellor was one of the invited speakers.

VIP Meeting
University of South Pacific
Monday 7 March 2016
The Vice-Chancellor met with delegates

VIP Lecture
ANU College of Law
Monday 7 March
Senator Katy Gallagher, Senator for the ACT, was invited by Dr Ron Leavy to give a guest lecture to his the students.
VIP Event
International Women’s Day 2016
Tuesday 8 March 2016
The Vice-Chancellor spoke at the launch of the ANU Science in Australia Gender Equity pilot project.

Major event
Australian National Centre for the Public Awareness of Science
Tuesday 8 March 2016
Alan Alda, actor, writer, and science advocate gave an exclusive public lecture titled *Getting beyond a blind date with science.*
More than 1,300 paying people were in attendance.

Public lecture
Pamela Denoon Lecture
Tuesday 8 March 2016
In the 2016 Pamela Denoon Lecture comedian, health promotion ambassador and author Nelly Thomas discussed her work on family and sexual violence.
More than 200 people were in attendance.
Australian National University - Research Services Division

Grants and Consultancies
Awarded between 28 January and 7 March 2016

College of Asia and the Pacific......................................................................................................................................... 2
College of Business and Economics ................................................................................................................................. 2
College of Engineering and Computer Science ................................................................................................................ 2
College of Medicine, Biology and Environment .............................................................................................................. 3
College of Physical and Mathematical Sciences........................................................................................................... 3

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 Asia and the Pacific

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof Hal Hill</td>
<td>Australasian Development Economics Workshop (ADEW) 2016-2019</td>
<td>$150,000</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof Michael Wesley</td>
<td>DFAT Professional Training 2016 - History of Foreign, Trade and Aid Policy</td>
<td>$39,039</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof Raghbendra Jha</td>
<td>ASARC Narayanan Oration</td>
<td>$6,000</td>
</tr>
<tr>
<td>North Atlantic Treaty Organisation (NATO)</td>
<td>Prof William Tow</td>
<td>Global Allies: Comparing Alliances in Europe and Asia Phase 2</td>
<td>$22,619</td>
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### College of Business and Economics

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<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Organisation (DSTO)</td>
<td>Dr Nigel Martin</td>
<td>Evaluating potential impact of advanced Artificial Intelligence on organisations using social-weighted factors</td>
<td></td>
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</tbody>
</table>

### College of Engineering and Computer Science

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Australia 2020 CRC</td>
<td>Prof Andrew Blakers</td>
<td>Sustainable Mobility Solution for Canberra City</td>
<td></td>
</tr>
</tbody>
</table>
### College of Medicine, Biology and Environment

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>GP Synergy</td>
<td>Prof Amanda Barnard</td>
<td>Academic Post Chin So</td>
<td>$67,240</td>
</tr>
<tr>
<td>World Health Organisation (WHO)</td>
<td>Prof Hal Kendig</td>
<td>Asia Pacific Observatory on Health Systems and Policies: Fellowship Program - Tranche 6 of 6</td>
<td>$26,781</td>
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### College of Physical and Mathematical Sciences

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof Martin Banwell</td>
<td>The Discoipyrrrole Path to New Therapeutic Agents DTF225</td>
<td>$50,000</td>
</tr>
<tr>
<td>Beta Therapeutics Pty Ltd</td>
<td>Dr Colin Jackson</td>
<td>Beta Therapeutics Medicinal Chemistry</td>
<td>$148,311</td>
</tr>
</tbody>
</table>
THE AUSTRALIAN NATIONAL UNIVERSITY

Information Infrastructure and Services Order 2016

I, Professor Brian P. Schmidt, Vice-Chancellor of the Australian National University, make the following order.

Dated 3 March 2016

Professor Brian P. Schmidt AC FAA FRS
Vice-Chancellor
## Contents

1. Name................................................................. 1
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7. Penalties for late return of borrowed library items.............................. 1
8. Amount of penalty owing that prevents borrowing............................ 2
9. Penalties for loss or destruction of borrowed library items.................. 2
10. Penalties for damage to library items etc........................................... 2
1 Name
This is the Information Infrastructure and Services Order 2016.

2 Commencement
This instrument commences on the day after it is registered.

3 Authority
This instrument is made under section 5.1 of the Information Infrastructure and Services Statute 2012.

[Note: Under section 50(3) of the Australian University Act 1991 a statute may empower any authority or officer of the University to make rules or orders. Section 9.5 of the Vice-Chancellorship Statute authorises the Vice-Chancellor to make rules and orders for a number of statutes, including the Information Infrastructure and Services Statute.]

4 Definition
In this instrument:
the rule means the Information Infrastructure and Services Rule 2015.

5 Period for return of borrowed library items
(1) This section makes provision for section 24(1) (Return or recall of borrowed items) of the rule.

(2) If a person borrows an item from a library collection, the person must return the item to the Library on or before the date specified for the return of the item in the Library Management System and, if a time on that date is specified in the system, at or before that time on that date.

(3) If a person borrows an item from a library collection and no date is specified for the return of the item in the Library Management System, the person must return the item to the Library within the required period after the day the item was borrowed.

(4) For subsection (3), the required period is 28 days for a book or audio-visual material, and 7 days for a periodical or any other item.

6 Exceptions to recall of borrowed library items
(1) This section makes provision for section 24(3) (Return or recall of borrowed items) of the rule.

(2) Section 24(2) of the rule does not apply to the borrowing of an item from a library collection for a 2-hour, overnight or 2-day loan.

7 Penalties for late return of borrowed library items.
(1) This section makes provision for section 24(5) (Return or recall of borrowed items) of the rule.
The penalty payable by a person to the University for contravening section 24(1) or (2) of the rule by not returning an item to the Library as required is:

(a) for an item borrowed on a 2-hour or overnight loan—$12 for the first hour or part of an hour, and $6 for each subsequent hour or part of an hour, during which the contravention continues; and

(b) for any other item—$6 for each day or part of a day during which the contravention continues.

(3) However, if the penalty payable by a person to the University for the contravention in relation to the item would otherwise exceed $220, the penalty is $220.

(4) This section applies to the borrowing of an item from a library collection on or after 1 January 2016, whether the borrowing is before or after the commencement of this section.

8 Amount of penalty owing that prevents borrowing

(1) This section makes provision for section 24(6) (Return or recall of borrowed items) of the rule.

(2) The prescribed amount is $25.

9 Penalties for loss or destruction of borrowed library items

(1) This section makes provision for section 25(1)(b) (Loss or destruction of borrowed items) of the rule.

(2) The penalty payable by a person to the University for the loss or destruction of an item borrowed from a library collection is the total of the following components:

(a) a replacement cost component of $110 or, if in the Librarian’s opinion this amount is insufficient to cover the cost to the Library of replacing the item, the higher amount that the Librarian considers necessary to cover the cost to the Library of replacing the item;

(b) an administrative cost component of $110.

[Note: All amounts mentioned in this section and section 10 are GST inclusive.]

(3) However, if the item is subsequently returned to the Library, the administrative cost component of the penalty remains payable, but:

(a) if the item has not yet been replaced by the Library—the amount of the penalty payable for the item is reduced by the amount of the replacement cost component of the penalty; or

(b) if the item has already been replaced by the Library—the replacement cost component of the penalty is reduced to the amount actually incurred by the Library in replacing the item.

10 Penalties for damage to library items etc.

(1) This section makes provision for section 26(2) (Damage to library items etc.) of the rule.

(2) The penalty payable by a person to the University for the damage to an item in a library collection or anything else in the Library is the total of the following components:

(a) a repair cost component of $110 or, if in the Librarian’s opinion this amount is insufficient to cover the cost to the Library of repairing the damage, the higher
amount that the Librarian considers necessary to cover the cost to the Library of repairing the damage;
(b) an administrative cost component of $110.

11 Repeal

The Information Infrastructure and Services Order 2015 is repealed.
MEMO

SUBJECT  Emeritus Professors since March 2015

TO     Kate Molloy, Director, Corporate Governance and Risk Office

FROM   Via Nadine White, Director, Human Resources

DATE   9 March 2016

This memo is to submit to Council the names of those individuals who have been approved the title of Emeritus Professor since the March 2015 Council meeting.

The following names are to be inscribed in the roll as an Emeritus Professor once noted by Council:

Professor (1994 – 2016)
Interim Dean of Science (2001 – 2002)

Murray Badger (1980 – 2015)
Professor (1980 – 2015)

Professor (1999 – 2015)
Director, Research School of Physics and Engineering (2012 – 2015)

NHMRC Principal Research Fellow (1988 – 2015)

Lawrence Cram (2004 – 2014)
Professor (2004 – 2014)
Deputy Vice Chancellor & Vice President (2006 – 2012)
Master, University House (2012 – 2013)

Robin Creyke (1973 – 2015)
Professor (2002 – 2015)

Professor (2000 – 2015)


Professor (1987 – 2015)
Director, Centre for Resource and Environmental Studies (2006 – 2007)

Ian Jackson (1978 – 2015)
Professor (2003 – 2015)
Director, Research School of Earth Sciences (2012 – 2015)

Peter Jackson (1991 – 2016)
Professor (2011 – 2016)
Professor (2009 – 2016)

Professor (2008 – 2015)
Dean, College of Arts & Social Sciences (2008 – 2015)

Elizabeth Minchin (1987 – 2015)
Professor (2010 – 2015)

Professor (2006 – 2016)

Professor (2001 – 2015)

Ian Roy Noble (1975 – 2005)
Professor (2000 – 2005)

Mark Ridgway (1990 – 2015)
Professor (2012 – 2015)

Professor (2007 – 2015)

Adrian Sleigh (2002 – 2015)
Professor (2004 – 2015)
Director, National Centre for Epidemiology & Population Health (2014 – 2015)

Professor (2004 – 2015)

Dayal Wickramasinghe (1976 – 2015)
Professor (1976 – 2015)

Anna Wierzbicka (1973 – 2016)
Professor (1973 – 2016)

Ian Gordon Young (1969 – 2015)
Professor (1969 – 2015)

Ian Robert Young
Professor (2011 – 2016)
Vice-Chancellor and President (2011 – 2016)

The following names are to be acknowledged as Emeritus Fellow:

Attached is a citation for each Emeritus Professor and Emeritus Fellow for the information of Council members.

Kyla Wilson
Manager, Recruitment Services
Emeritus Professors

Professor Richard Arculus
Professor Richard Arculus joined the University as Head of the Department of Geology (Level E) in 1994. He held this position until 1999, when he was awarded the honour of Clarke Lecturer for the Royal Society of New South Wales. Following this distinction, Professor Arculus remained with the University, holding the Chair in Geology. In 2004, he became Head of the Department of Earth and Marine Sciences before returning to his normal duties as Professor of Geology in 2005. Over the next 11 years of his service to the University, Professor Arculus gained further international distinctions by being entered as a Fellow into the American Geophysical Union (2010) and Geochemical Society (2014).

Aside from his service as a senior leader within the University, Professor Arculus has established himself as a key international figure in the field of geological sciences. He holds an H-index of 52 and has 24 papers that have been cited more than 100 times. Professor Arculus has been research active for the last 43 years with his most recent papers published in 2015. He served as editor for three leading journals in his field: Geology, the Journal of Petrology, and the Journal of Geophysical Research.

From 2003-2016 Professor Arculus has, together with colleagues, secured more than $24 million in Category 1 (ARC) funding.

Professor Murray Badger
Professor Murray Badger first joined the University to complete his PhD in plant biochemistry (1973 – 1975). After three years of postdoctoral work at leading research institutions in the United States (Carnegie Institute of Washington and Stanford University) he returned to the University as the Queen Elizabeth II Fellow in Environmental Biology (1979). Professor Badger remained an active researcher within the University from that point onward. He became Professor in the Research School of Biological Sciences (1998), Head of the Molecular Plant Physiology Group (2000 – 2009), and then Head of the Plant Sciences Division (2010 – 2013).

The University benefited from Professor Badger’s participation in strategic planning initiatives which saw, for example, the establishment of the ARC Centre for Plant Energy Biology for which he was the Deputy Director from 2010-2016. His success in strategic planning forms part of a broader track record of winning grants: over the course of his career Professor Badger has, together with colleagues, managed to secure over $38 million in Category 1 (ARC) funding. His most recent successful grant is an ARC linkage grant (2014 – 2016), secured with colleagues, for $630,000.

Over his many years of service to the University, Professor Badger distinguished himself on numerous occasions by winning the Goldacre Medal (1982) and being elected into both the Australian Academy of Science (2008) and the American Society of Plant Biologists (2009). His entry into these prestigious societies reflects his impressive international impact in the field of plant sciences. Professor Badger has an H-index of 77, has published 178 peer-reviewed journal articles, and has been research active for 40 years (1974 – 2014).

Professor Stephen Buckman
Professor Stephen Buckman joined the University in 1983 and retired in 2015 as Director, Research School of Physics and Engineering (RSPE) and Professor of Physics, RSPE. Professor Buckman served as Head of the Atomic and Molecular Physics Laboratories during 1996 – 2001 and again during 2010 – 2012. Within the field of atomic and molecular physics his research interests include low energy electron scattering, negative ion spectroscopy, laser cooling and trapping, low energy positron physics, applications of atomic physics in technology and the environment and scientific instrumentation development. He continues to be very research-active and is a leading and influential figure in physics and engineering in Australia. He holds this position in the community as a result of 40 years of outstanding contributions to the field through his published work, research leadership, contributions to science policy development, research training and mentoring activities.
During his distinguished career, Professor Buckman has received numerous honours and awards including the Order of Australia Medal (2014), Convocation Medal, Flinders University (2012), the Chancellor’s award for Excellent Service to the University (2008) and Fellowships of the Institute of Physics, UK (2003), the American Physical Society (1999) and the Australian Institute of Physics (1995). He is a Distinguished Visiting Professor at the University of Malaya.

He has over 210 refereed publications in international journals and books, more than 350 international and national conference contributions and over 60 plenary and invited talks at international meetings. His publications have an H-index of 34 with a Total Citations (papers listed in ISI) figure exceeding 4000 with an average citations per paper (in ISI) of 20. To date he has also supervised 22 HDR Students as principal supervisor, 10 as co-supervisor or adviser, 10 honours students, 20 postdoctoral fellows and numerous vacation scholars and undergraduate student projects. He has also served as Chair of the ACT Chapter of the Fulbright Alumni (2002 – 2007) as well as that of the National Selection Committee of ANSTO Life Sciences Division, March 2013.

He is a renowned academic leader and institution builder and is known for his insightful analysis, effective management style and decision making capabilities. His mentorship skills and ability to identify and nurture talented early career researchers and technical staff have been immensely valuable to his research group. The School, the University and the global research community will significantly benefit from his continued association with research and higher degree research training programs in physics at the University.

**Professor Shin-Ho Chung**

Professor Shin-Ho Chung completed his PhD at Harvard University and is currently Principal Research Fellow and Professor within the Research School of Biology at the University. He has a strong background in several branches of Mathematics, physics and engineering, particularly stochastic time-series analysis, probability theory, electrodynamics, and statistical processing.


Professor Shin-Ho Chung has conducted high quality and innovative research which is evident through his high number of quality peer reviewed publications, many of which are aimed at elucidating the molecular mechanisms underlying the function of biological ion channels. His published papers have attracted over 7400 citations and an H-index of 48, placing him among the highly cited biophysicists in the field of theoretical biophysics.

**Professor Lawrence Cram**

Professor Lawrence Cram joined the University as Deputy Vice-Chancellor (Research) from 2004 – 2006, after 30 years of distinguished service to his field of astronomical physics and applied mathematics. Professor Cram became Deputy Vice-Chancellor and Vice President of the University (2006 – 2012) and Master of University House & Graduate House (2012 – 2013) before commencing as Pro Vice-Chancellor Research and Training with Charles Darwin University.

Professor Cram has published 132 papers in peer-reviewed journals and one high-impact multi-authored book (Cambridge, 2005). He holds an H-index of 38 and a total of 4579 citations. He is a Fellow of the Australian Institute of Physics, the Royal Astronomical Society, and the Australian Institution of Engineers.
Professor Robin Creyke
Professor Robin Creyke commenced her employment with the University in 1973 as a Tutor. In September 2002, Professor Creyke became a Professor of Law with the University. She is now a leading expert on Australian administrative law, having published extensively and achieved international recognition.

Professor Creyke has also made significant service contributions to the University, including principal responsibility for three submissions to the Commonwealth Attorney-General's Department to host the proposed National Judicial College of Australia in 2002; drafting a successful bid for the Australian Centre of Regulatory Economics in 2003; drafting a bid for the provision of graduate diploma and masters courses in military law for the Australian Defence Force Legal Officers; assisting with a bid for teaching courses to the Department of Treasury; and a key figure on the Steering Committee that successfully raised funds for the Alumni Chair of Administrative Law. Professor Creyke retired from her substantive position of Professor within the University College of Law in July 2015.

Professor Creyke’s continued association with the University will be to conduct and publish research, and to contribute to teaching.

Professor Colin Groves
Professor Colin Peter Groves joined the University in 1974 as Lecturer in the Department of Prehistory and Anthropology. He rose to prominence within the University becoming Professor of Prehistory and Anthropology in 2000. Professor Groves has published numerous books and peer-reviewed journal articles and has been research active for 52 years. He has consequently made a major international contribution to his field of prehistorical anthropology which is reflected in his citation count. Professor Groves' book, Primate Taxonomy (Smithsonian Books, 2001), has been cited 1688 times.

During his time with the University, Professor Groves was elected as Fellow of the Australian Academy of the Humanities, awarded Honorary Life Membership of the American Society of Mammologists, and won the International Award for Primate Conservation.

Professor Groves has secured numerous external research grants including, with colleagues, two ARC-funded projects.

Professor Penelope Gullan
Professor Penelope Gullan has had a long association with the University as both an educator and researcher. Her time at the University was followed by a very successful period as a Professor at the University of California.

Professor Gullan has an international reputation in her field, best evidenced by her and Peter Cranston’s textbook “The Insects”, a major textbook of Entomology that has undergone numerous revisions and has been in print for over 20 years.

Professor Gullan remains an active researcher and continues to contribute to her field in a number of ways. Until recently, Professor Gullan was the President of the Australian Entomological Society and she continues to act as a reviewer for a number of scientific journals in her field. Professor Gullan regularly accepts invitations to offer workshops in scale insect identification and continues to be a significant contributor to the University research profile.

Professor Michael Hutchinson
Professor Michael Hutchinson joined the University in 1978 and became Professor in 2003 within the Centre for Resource and Environmental Studies. Professor Hutchinson has contributed at a high level to the University for over a quarter of a century, in research, PhD supervision and service. He has a strong international reputation as a leader in the field of spatio-temporal analysis and has led the development of fundamental understanding and tools that are used worldwide. His service contributions include multiple periods as Interim School Director, along with the expected service contributions of a senior academic.
Professor Hutchinson will continue to make strong contributions in research, publication and student supervision, contributions that will be keenly welcomed by staff and students. In addition, he will make invaluable contributions to the maintenance and further development of key partnerships with external collaborating agencies in the public sector.

**Professor Ian Jackson**
After completing his PhD at the University in 1976, Professor Ian Jackson has been a member of the University for his entire academic career, apart from a two-year period in the late 1970s when he undertook a post-doctoral fellowship at the California Institute of Technology.

Professor Jackson has published extensively, with many papers in the top scientific journals, including *Science* and *Nature*, and has been well supported with external grant funding. He has received many awards and distinctions during his career including the Pawsey and Jaeger Medals of the Australian Academy of Science as well as Fellowships of the American Geophysical Union and the Australian Academy of Science. Over the past four years, he has been the Director of the Research School of Earth Sciences. In addition, he has had many administrative roles within and external to the University.

**Professor Peter Jackson**
Professor Peter Jackson has contributed to the development of Thai studies at the University for over three decades, first as a graduate student in Thai Buddhist studies in the 1980s, subsequently as Executive Officer of the National Thai Studies Centre and, since 1995, as a member of the University academic staff researching and teaching on modern Thai history and culture.

Professor Jackson completed his PhD at the University in 1986 and became Professor in Thai History in 2011 within the School of Culture, History and Language at the University. In 2011, he was awarded the Ruth Benedict Book Prize for “Outstanding Anthology” and received an $180,000 Australian Research Council Discovery Grant for the project Critical Thought in Thailand After Marxism: Modern Political History Through Ideas.

Professor Jackson continues to bring international collaborative research projects to completion and apply for new Australian Research Council Discovery grants in order to pursue new projects. He continues to seek opportunities to further his established and internationally recognised research interests in studies of religion, gender and sexuality in Thailand and comparatively in East and Southeast Asia.

**Professor John Makeham**
Professor John Makeham completed his Master of Arts (Asian Studies) in 1986 and his PhD in History of Chinese Thought in 1992 at the University. He joined the University as Associate Dean (Research) within the Faculty of Asian Studies and Reader in Chinese Studies, China Centre. In 2008, Professor Makeham became Professor of Chinese Studies within the Faculty of Asian Studies/School of Culture, History and Language and soon became Head, Religion and Philosophy and Head, Department of Chinese Studies within the School of Culture, History and Language.

From 2011 – 2013, Professor Makeham received an Australian Research Council Discovery Grant of $915,000 as Lead Applicant and received the Discovery Outstanding Researcher Award (DORA): “The Indian Roots of Neo-Confucian Philosophy”. Professor John Makeham is a world leading expert in Chinese Confucian thought and has been recognised in this capacity by a variety of awards. In 2015, he was awarded the Special Book Award of China, presented by the Chinese Vice-Premier in the Great Hall of People, Beijing.
Professor Toni Makkai
Professor Makkai was the Dean of the College of Arts and Social Sciences for seven years. She has been actively involved in the development of the criminology program (which has had significant growth in student numbers) and is now attracting external revenue through consultancies and grants. Professor Makkai has also developed and taught new courses for the program during her term as Dean.

Professor Makkai’s profile of publications (and citations) contributes to both ERA and international rankings/reputation. In her Emeritus role, she will continue to assist the criminology program as well as mentoring junior staff through collaboration on research publications.

Professor Makkai was instrumental in bringing the Survey Research Company to the attention of the University and developed the design of AusCen to enhance RSSS applied research focus. AusCen is already working closely with the SRC and is delivering on commercial contracts. Currently she serves the University on the board of the SRC. She has a strong interest in big data, preservation of data, and open access. As a research methodologist she will contribute to assist in building AusCen’s profile in applied social science research and graduate teaching.

Professor Makkai has represented the University’s interests in the major international survey consortia (Comparative Study of Elections and World Values Survey) at the international meetings. She will maintain her role in these collections through research, publications, attendance at meetings, conference papers, and grants.

Professor Makkai currently has an ARC grant and is collaborating on a current DP application. She will now pursue publications and conference papers from the ARC grants which will enhance the University’s international reputation as well as demonstrating outcomes to the ARC for its funding.

Professor Makkai has been actively involved in outreach activities in regard to her interests in drug and alcohol field through being on the governing board of the Ted Noffs Foundation. She will continue her service to the community through applying her research knowledge in the field to the Foundation which reflects positively on the University’s community engagement.

Professor Elizabeth Minchin
Professor Elizabeth Minchin has worked at the University in Classics since 1973, obtaining her PhD from the University in 1990. Over this time, she has had a distinguished career in all areas of research, teaching and services, with her work driven by desire to help other appreciate why the literature of these ancient cultures continues to be so influential.

Her research focuses Homeric epics as oral poetry, with a particular interest in orality and in memory. She has published two books on Homer, both with Oxford University Press; has edited a volume with Brill on orality literacy and performance; and over 40 referred papers. Since 2005, she has been co-editor of the Journal of the Australasian Society for Classical Studies, Antichthon, (which has produced one to two editions per year). Her research is recognised both nationally and internationally – in 2010 she was elected a Fellow of the Academy of Humanities of Australia (and this year has been elected, the Honorary Secretary of the Academy); she has held several visiting fellowships, including to some of the world’s most prestigious universities (Cambridge, Oxford, Konstanz); and regularly received invitations as an invited speaker.

Professor Minchin has had an outstanding career in education. As well as taking on sole responsibility for developing and teaching numerous undergraduate courses in Classics, she has supervised over 40 research students as the Honours, Masters and PhD levels. She has received several awards for Excellence in Teaching (1998), Carrick Citation for Outstanding Contribution to Student Learning (2007), Certificate for Best Mentor College of Arts and Social Sciences (2009) and Top Supervisor Award ANU (PARSA) (2011). This is evidence of her tremendous dedication to her students, and her generosity as a mentor, which extends beyond students and staff.

Professor Minchin has made a significant contribution in raising the profile of Classics in the Australian setting. She has been responsible for building and leading Classics at University, and has helped the formation of a very successful Centre, soon to be formally recognised as the Centre for Classical Studies. She has served as curator.
of the Classics Museum from 1994 to the present. She has represented the University on both the ACT and NSW Board of Studies, thus providing input to the high school Classics curriculum. She has also been involved in the Friends of the Australian Archaeological Institute at Athens since 1990, as member, Vice President, and from 2013, President; whereby she has promoted the study of Classics to the wider community.

**Professor John Minford**

Professor John Minford completed his PhD in 1980 at the University. He conducted research and taught for more than twenty years in the greater China region before joining the University as Professor of Chinese and Head of the China and Korea Centre in the Faculty of Asian Studies (2006 – present). He is also a board member of the ANU China Institute and a member of the Faculty of Asian Studies Management Board.

During his time with the University, Professor Minford has secured more than half a million Australian dollars in external funding and secured an ANU and Chinese University of Hong Kong 'seed' grant ($500,000) to create a new Chinese Studies online website.

Professor Minford has, since the 1980s, been making accessible an important body of Chinese literature to an English speaking audience. He has initiated and facilitated numerous inter-institutional ties between universities in Australia and New Zealand and universities in the greater China region.

**Professor Mark Mosko**

Professor Mark Mosko had worked formally with the University on several occasions prior to joining the University as Professor of Anthropology (2001 – 2015). During his time with the University, Professor Mosko was Head of the Department of Anthropology (2001 – 2010) and a visiting scholar to a number of leading universities in the UK and USA.

Whilst at the University, Professor Mosko secured over $450,000 in research funding (including one ARC grant in Anthropology) and published a number of books, book chapters, and peer-reviewed journal articles that have impacted his field of social anthropology.

**Professor Ian Roy Noble**

Following a successful and senior academic and leadership career at the University, Professor Ian Roy Noble has in the last decade become a significant and respected figure internationally in climate adaptation, occupying a unique position between science, international policy, and practical projects in many parts of the world. He has the standing of a senior academic, but also deep knowledge of and wide networks in international climate and development policy and finance. Professor Noble has over 40 years of experience in environmental research with 25 years focusing on global/climate change issues and 12 years focused on climate and development.

Professor Noble has worked in a broad range of government, non-government and multi-lateral organisations. He joined the University in 1975 as a Research Fellow within the Department of Environmental Biology, Research School of Biological Sciences and became Professor of Global Change Research within the Ecosystem Dynamics Group, Research School of Biological Sciences in 1996.

Professor Noble has written over 100 publications in fields ranging from theoretical ecology, landscape management to climate policy, had editorial roles in a diverse range of 12 international journals and authored numerous documents for World Bank, UNFCCC and Green Climate Fund to name a few. He was elected as Fellow of the Australian Academy of Technological Sciences and Engineering in 1999 and was Commissioner in the Australian Resources Assessment Commission (c.f. ‘Royal Commission’) on the Forest and Timber Inquiry in 1992 for Australia.

**Professor Mark Ridgeway**
Professor Ridgeway holds a PhD in Physics (1988) from Queen's University of Canada and joined the University in 1990 as a Postdoctoral Fellow after a postdoctoral fellowship at the Royal Melbourne Institute of Technology. He was also accredited as a Chartered Professional Engineer by the Institution of Engineers, Australia in 1994.

Professor Ridgeway has made stellar contributions to research in Fundamental solid-state physics/materials science through the processing and characterisation of electronic and optoelectronic materials.

Professor Ridgeway took over as Head of Department of the Electronic Materials Engineering (EME) department in 2011 and remained in that position until his retirement. EME is one of the largest and most successful departments in the school and Professor Ridgeway made significant contributions, both as a researcher as well as an administrative leader, to this success.

Professor Ridgeway has supervised over 20 postgraduate students and 16 Honours students during his ANU career. He has also mentored numerous mid-and early career researchers and technical officers. He won the University Vice-Chancellor's Award for Excellence in Supervision in 2004. He is the co-editor and author of a book on X-ray Absorption Spectroscopy of Semiconductors. His publications list also includes 7 book chapters, 243 refereed journal papers and close to 100 conference publications. He has also made many editorial contributions and delivered invited commentaries on various topics within his field of expertise.

**Professor Kathryn Robinson**
Professor Kathryn Robinson, School of Culture, History and Language, College of Asia and the Pacific, is a distinguished and valued colleague. She is an outstanding anthropologist of modern Indonesia and has written major works on the anthropology of mining, or gender and of religion. She is especially renowned for her work on Eastern Indonesia, but her expertise extends to the country as a whole. Her writing is subtle and incisive and her work has exercised a strong influence on the field. Her contribution has been recognised formally by her election as a Fellow of the Academy of Social Sciences in Australia. Her reputation is also reflected in a superlative record of PhD supervision, especially of students from Indonesia. Her graduates now hold academic and bureaucratic positions in many parts of Indonesia. Her consultancies are strong evidence of her capacity to relate her research to matters of public concern.

As a member of the School, and before that as a member of the Research School of Pacific and Asian Studies, Professor Robinson has been a diligent and conscientious contributor to the intellectual life of the academic community, reliably taking part in shared scholarly activities and always willing to take her share of administrative tasks.

**Professor Adrian Sleigh**
Professor Adrian Sleigh joined the University in 2003 as Professor in the National Centre for Epidemiology and Population Health. During his time with the University, Professor Sleigh has secured over $5 million in external research grants, the majority of which stems from the NH&MRC and the UK’s Welcome Trust.

Professor Sleigh has been research active for 31 years. During this time, he published over 234 peer-reviewed journal articles, book chapters, and books. He has an H-index of 35 and a total citation count of 4,897. His most recent publication was in 2016.

He is a member of numerous prestigious societies overseas and was, in 2009, admitted to the Prime Minister’s Science Engineering and Innovation Council. His membership in these societies frames Professor Sleigh’s consultancy work in which he has been active since 1989, and has advised the World Health Organization on numerous occasions.
Professor Robert Stranger
Professor Robert Stranger received his PhD in 1988 from the University of Tasmania. After several postdoctoral and teaching appointments, he joined the Department of Chemistry at the University, in 1995, where he has remained since. His professional interests have been broad, in the general areas of physical and inorganic chemistry. He has an extensive background in the electronic structure and chemical bonding within transition metal-based systems. This was initially developed from his experience in using a number of optical and magneto-optical spectroscopic techniques to study the ground- and excited-state structures of transition metal complexes, many of which exhibited magnetic coupling or metal-metal bonding interactions. This was to strongly shape the direction of his subsequent research interests.

Since joining University, firstly in the Chemistry Department and then in the Research School of Chemistry, his research focus has been almost entirely computational, involving the application of quantum chemical methods to elucidate the structure, bonding, reactivity and properties of metal-based systems. This has been undertaken in collaboration with RSC colleagues, who are not themselves computational specialists, including Professor Elmars Krausz, Associate Professor Ron Pace, and Professor Mark Humphrey. As mentioned above, the collaboration with Professor Humphrey is long standing and currently ongoing, but Professor Stranger's major effort over the last decade or so has been the study of the manganese/calcium active site in photosystem II, responsible for photo-activated oxidation of water into molecular oxygen. This research has been mainly in collaboration with Associate Professor Ron Pace.

The water oxidase reaction is fundamental in biology, and enables animal life on earth. However its precise chemical details and mechanism are yet to be fully understood. The Photosystem II work has grown in importance and research output over the last decade, contributing about 40% of the approximately 100 refereed publications of Stranger et al. that have appeared in that time. This has culminated recently in a ground-breaking publication in a high profile journal: ‘Rationalizing the 1.9 Å Crystal Structure of Photosystem II—A Remarkable Jahn–Teller Balancing Act Induced by a Single Proton Transfer’, by S. Petrie, R. Stranger, R. J. Pace, Angew. Chem. Int. Ed., 2015, 54, 7120-7124.

This work was able to provide the first (and so far only) detailed computational chemical explanation of the precise structure and oxidation state levels of the manganese/calcium active site in the photosystem. It uniquely positions Professor Stranger and his colleagues to advance to a full chemical elucidation of the mechanism operating in this enzyme site. This will have major implications for the design of cheap/efficient bio-mimetic systems for electrolytic hydrogen fuel production in the future. Prof. Stranger is already involved in such a renewable energy program, with colleagues in RSC and University of Wollongong.

Professor Stranger has published more than 180 refereed papers over his professional career and received substantial funding through the ARC. Professor Stranger is an internationally-regarded expert in electronic structure calculations of inorganic complexes and has made key contributions to fundamental, biological, and materials inorganic chemistry.

Professor Dayal Wickramasinghe
Professor Wickramasinghe is a world leading authority in many aspects of astrophysics. His research concentrates on the mathematical understanding of various physical processes (magnetic fields, radiative transfer, formation of accretion disks, etc.) in a variety of stellar objects (black holes, white dwarfs, pulsars, supernovae, etc.). He is the author of 328 refereed journal articles and conference contributions, and is still research active. He has held continuous ARC research grants from 1977-2002, and is a Fellow of the Royal Astronomical Society.

Professor Wickramasinghe was awarded a PhD from the University of Cambridge in 1972, and has been at the University ever since (with the exception of a few overseas posts, at the University of Cambridge 1975-1976 and the Royal Observatory, Edinburgh 1980-1982), starting as a QEII Fellow, gradually climbing the ranks, and as Professor since 1993. His service to the University includes major roles such as Chair of the Faculties Research Grants Committee (1995-1997), Inaugural Director of the ANU Astrophysical Theory Centre (jointly set up by MSI and RSA) (1994-1999), Head of Department of Mathematics (1995-1998) and Deputy Dean, Faculty of Science (1996-1997).
**Professor Anna Wierzbicka**

Professor Anna Wierzbicka joined the University in 1973 as Lecturing Fellow in Linguistics. She rose to prominence within the University obtaining her personal chair in Linguistics (Level E) in 1989, a position she presently holds. During her time with the University, Professor Wierzbicka secured four ARC research grants, became Fellow of the Australian Academy of the Humanities, Fellow of the Australian Academy of Social Sciences, Elected Member of the Polish Academy of Arts and Sciences, received two honorary doctorates from foreign universities, won the Prize of the Polish Science Foundation for Humanities and Social Sciences and the Dobrushyn Prize of the Russian Academy of Sciences.

Professor Wierzbicka has published sixteen books – the majority of which are with Oxford University Press – and twenty other books in Polish, Russian, and English (edited volumes). In addition to her book publications, Professor Wierzbicka has published more than 300 peer-reviewed journal articles and book chapters. She presently holds an H-index of 63 and a total citation count of 22,777.

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**Professor Ian Gordon Young**

Professor Ian Gordon Young has a long and established career at University. He completed his PhD in the Department of Biochemistry in 1969, followed by an appointment as a Research Fellow at the John Curtin School of Medical Research. He established himself as a high performing academic with an excellent management career that saw him as Head of the Medical Molecular Biology Unit at John Curtin School of Medical Research only 15 years after gaining his PhD. Twenty years into his career, he became a divisional head at John Curtin School of Medical Research and served as Acting Director for a year in 1992 – 1993, and his expertise and management skills were again recognised when he was appointed as Director, John Curtin School of Medical Research for a period in 1998.

Academically, Professor Young has had an excellent career, his research achievements have been recognised internationally with several major and innovative findings. His initial work was on biosynthesis and function of the aromatic vitamins and he subsequently sequenced the human and bovine mitochondrial genomes, resulting in papers in *Nature*, *PNAS* and the *Journal of Molecular Biology*. In his more recent work on cytokine molecular biology he cloned the cytokines IL-3 and IL-5 and studied their gene organisation, regulation and function in blood cell development, allergy and asthma. His work on Interleukin-5, eosinophils and asthma has provided some of the basic biology contributing to our current understanding and treatment of allergic asthma and he served as a consultant to Boehringer-Ingelheim in this area for 10 years. He has also studied the structural biology of cytokine receptors and determined the X-ray structure of the human beta common receptor which proved to be highly novel. Professor Young has been awarded two medals for outstanding research from the Australian Society for Biochemistry and Molecular Biology including their most senior medal, the Lemberg medal.

Professor Young has over 170 publications in papers cited over 18000 times, his H-index is 53. He has successfully supervised 19 students to PhD completion and an additional 12 under co-supervision arrangements. He became eligible for NHMRC funding in 2003 and has obtained $6,526,185 funding from NHMRC, $2,739,595 from ARC LIEF and $587,000 from other sources. He is still an invited speaker at international and national conferences. In addition, he remains as a consultant for several Institutes and a reviewer for numerous high ranked journals.

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**Professor Ian Robert Young**

Professor Ian Robert Young AO was appointed Vice-Chancellor and President in March 2011. Previously he was Vice-Chancellor of Swinburne University of Technology from 2003 until taking up his role at ANU. During his tenure as Vice-Chancellor and President, Professor Young has driven change to: an evolved student-focused residential-based undergraduate experience; flexible double degrees and online education; embraced philanthropy and alumni relations; gender equality in the upper management; and addressed issues such as music education and divestment from fossil fuels. In 2014 he was elected Chair of the Group of Eight (Go8) Board of Directors.
Professor Young's research interests are in coastal and ocean engineering and physical oceanography. He has a distinguished academic career, having published three books and more than 100 refereed papers. He has had sustained research support from the Australian Research Council (ARC) and has been a consultant to the US Navy and the offshore oil and gas industry in Australia, Asia and North America.

Professor Young has numerous awards including the C.N Barton Medal and Lorenz G. Straub Medal. In 2003 he was awarded the Centenary Medal for services to Australian Society. He is an Honorary Fellow of the Institution of Engineers, Australia and a Fellow of the Academy of Technological Sciences and Engineering. In 2012, Professor Young was named an Officer in the General Division of the Order of Australia for distinguished service to tertiary education.

Emeritus Fellows

Dr John Dargavel

Dr John Dargavel has completed forestry degrees from the Universities of Edinburgh and Melbourne. His doctorate from the University presented a radical analysis of the development of the Tasmanian wood industries. He worked as a forester in government and industry for twenty years, and spent a year researching and teaching in the University of Georgia before moving to University in 1982. He has researched and taught in the areas of forest economics, planning, politics and history.

He is the author of over 70 scholarly papers and has edited 10 books covering forest science, management, industrial and labour history, trade, environmental politics, and cultural aspects of landscape and remembrance. His landmark book Fashioning Australia's Forests (Oxford University Press) was published in 1995 and his biography of the great forester Charles Lane Poole, entitled The Zealous Conservator, was published by the University of Western Australia Press in 2008. His most recent book on the history of forest science over the last three centuries, written with Elisabeth Johann, Science and Hope: a Forest History (White Horse Press) and published in 2013.

Dr Dargavel remains active in forest history research and the history and management of wood collections, and contributes to research training programs at the Fenner School of Environment and Society.

Dr Eugene Gamaly

Dr Eugene Gamaly received his M.Sc. in theoretical physics from Moscow State University in 1958 and completed his PhD degree at the Federal Nuclear Centre in Russia in 1970. In 1980 he was awarded Doctor of Science degree and was honoured with Life Title as Professor of Physics conferred on him by the Supreme State Educational Committee of the USSR in 1989.

In 1973 he joined P. N. Lebedev Physical Institute in Moscow by invitation of Professor Basov, Nobel Laureate for invention of lasers. His work within Professor Basov's team (1973 – 1992) featured the pioneering research on the basics of laser-induced-fusion and on the ultra-short laser matter interactions. In the late eighties, Professor Gamaly performed the innovative studies on the fundamentals of ultra-short laser-matter interactions. He joined the Laser Physics Centre, Research School of Physics and Engineering at the University in 1992. With the only interruption in 1997-1999 when he took a position of Distinguished Visiting Professor in Theoretical Physics, Universidad Autonoma Metropolitana, Mexico City, Mexico.

Dr Gamaly continued the ultra-short laser-matter interaction studies and their applications in the University, extending these studies on formation of nanotubes, nanoclusters and fullerenes by laser and ion beams. The fundamental principles of ultrafast laser ablation developed by Dr Gamaly lay the basis for development and patenting by the University in 1997 laser ablation technology for deposition of unprecedented surface quality films for photonics application. These studies laid a foundation for our following research programs on growth of nanoclusters in laser plume, on the ultra-fast laser-induced material transformation, on the three-dimensional optical memory and on confined micro-explosion. Theory of the electrostatic ablation by the ultra-fast lasers led to simple formulae for the ablation thresholds which replaced time-consuming and expensive trial-and-error based
approach. The seminal paper on this technology now attracted more than 400 citations. Dr Gamaly theory of carbon nanotubes formation in arc discharge attracted wide interest in the scientific community evidenced by more than 200 citations per single paper.

The impact of Dr Gamaly's work is evidenced by invitation to present invited talks in scientific conferences and invitations to contribute to 7 books covering fields from laser-induced fusion to ultra-fast ablation, carbon nanotubes and nanoclusters formation, modification of solid properties in femtosecond laser-matter interactions. So far in his career he has published more than 300 journal publications, refereed conference papers and book chapters which have received more than 2,500 citations leading to an H-index of 25. He serves as a referee for 25 physical journals.

**Associate Professor Alastair Greig**

Dr Alastair Greig has made a sustained contribution to the educational life of the University for a period of over two decades. This has been recognised in the past through awards including the Vice-Chancellor's Award for Teaching in 1997 and 2003 and the Chancellor’s Award for Outstanding Service to the Campus Community in 2014.

Alastair has gone way beyond the call of duty with respect to engaging and mentoring young staff. The University will only ever maintain its status excellence by mentoring the next generation. Mentoring young staff is something that Alastair has consistently excelled at. He encourages, listens and empathises: but above all, he demonstrates through his actions a style of collegiality that is to be encouraged.

Alastair has also left his mark when it comes to an unswerving commitment to enhancing the student life and community at the University. He consistently develops and delivers high quality teaching and learning. He contributes to the discipline through authoring key undergraduate texts for the discipline. These are things that need to be done, but seldom attracting the plaudits of higher status research activities. He undertakes these tasks knowing this, and does so with relish. He is an active participant and supporter of the Edith and Joy London Foundation that overseas Kioloa campus. He works across campus frequently: providing input to courses as diverse as anthropology and environmental sciences. This contribution extends way beyond what could ever be expected as part of his normal duties.

From a management perspective, Alastair is one of those people who genuinely works for the team. He supports new arrivals, provides advice, acts as a sounding board, and enthusiastically embraces new ideas. Without this type of colleague it is quite simply not possible to manage. Crucially this type of behaviour acts as a lesson to younger colleagues about professional behaviour and many emulate his approach, which is a good thing.

If you have ever met Alastair, you will quickly recognise that the University is an institution he holds incredibly dear. It is his workplace, but it is much more than that to him. He actively cares and nurtures it from the inside out. He is not just concerned with outside reputation, but also that the culture and environment within is productive, nurturing and a place staff and students would want to be. In the challenging environment facing University education, this is an important asset, which ought to be recognised. Indeed, his commitment to the University community is genuinely part and parcel of Alastair's DNA.

**Dr Derry C McPhail**

Dr McPhail has provided long and committed services to University as a member of academic staff since 2002. During his period, he has been heavily involved in undergraduate teaching in regolith geoscience, groundwater hydrology and aqueous/sediment geochemistry, in Honours and HDR student supervision, and in related research activities – especially through his role (2004 – 2008) as Key Researcher in the CRC for Landscape Evolution and Metallogeny.

Since July 2015, the Research School of Earth Sciences (RSES) has committed $20,000 per annum non-salary research support to Dr McPhail to facilitate his transition to productive retirement in which he plans to remain active in research and student co-supervision.