COUNCIL

The 429th meeting of the Council will be held at 9.15am on Friday 2 October 2015 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

Mr. Graeme Samuel, Mr David Miles and Professor Suzanne Cory have each advised their apologies for this meeting, due to overseas travel commitments.

In addition, following the recent ANUSA elections, Mr Ben Gill has been re-appointed as President and member of Council, for a further term, effective from 1 December 2015 to 30 November 2016.

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 37, 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 24 July 2015 (148/2015).
THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL MINUTES

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

*C 6 - 11 Confidential to Council Members
PART 3 – STRATEGIC ISSUES

*12. INNOVATION AND COMMERCIALISATION AT ANU

PURPOSE
To consider the key issues arising from the presentation about the University’s approach to innovation and commercialisation.

PREPARED BY
Pro-Vice-Chancellor (Innovation)

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council consider the key issues arising from the presentation about the University’s approach to innovation and commercialisation (823/2015).

ACTION REQUIRED
For discussion ☒ For decision ☐ For information ☒

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

BACKGROUND
The Pro-Vice Chancellor (Innovation) will present an update on work underway to implement a range of strategies and programs to support the University’s 2020 plan and to facilitate a culture of innovation, entrepreneurship and commercialisation of its research.

ATTACHMENT
12.1 Presentation: Innovation and Commercialisation at ANU (823/2015).
Innovation ANU

“ideas effectively applied”

Professor Michael Cardew-Hall
Pro-Vice Chancellor (Innovation)
The Australian National University
## Strategic Programs

<table>
<thead>
<tr>
<th>Engagement Groups</th>
<th>Innovation Ecosystem</th>
<th>Entrepreneurial Education</th>
<th>Commercialisation</th>
<th>Strategic Engagement</th>
<th>Consulting &amp; Major Contracts</th>
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<tr>
<td><strong>Start-Ups</strong></td>
<td>Entry 29</td>
<td>TechLauncher</td>
<td>ANU Start-ups</td>
<td>Internships</td>
<td>ANU Start-up R&amp;D contracts</td>
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<td>Innovation ACT</td>
<td>Venture Funding</td>
<td>Mentoring</td>
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<td>Klin Incubator</td>
<td>AIC Workshop</td>
<td>Discovery</td>
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<td></td>
<td>CBR Innovation Network</td>
<td>Student Association</td>
<td>Translational</td>
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<td>CBE Courses</td>
<td>Fund</td>
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<td>Engineering Innovation</td>
<td>ANU Connect</td>
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<td>Ventures</td>
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<td>Significant</td>
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<td></td>
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<td></td>
<td>Investor Visa</td>
<td></td>
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<td>National Universities</td>
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<td>Innovation Group</td>
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<td><strong>SME’s</strong></td>
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<td>Strategic partnership</td>
<td></td>
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<td><strong>Major Corps</strong></td>
<td>Corporate R&amp;D Labs</td>
<td>Internships</td>
<td>Licensing &amp; Royalty</td>
<td>Strategic partnerships</td>
<td>ARC Linkage</td>
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<tr>
<td></td>
<td>Innovation Labs</td>
<td>Masters programs</td>
<td>Discovery</td>
<td>Masters programs</td>
<td>Industrial Transformation</td>
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<tr>
<td></td>
<td></td>
<td>IP Boot camps</td>
<td>Translational</td>
<td>Masters programs</td>
<td>Research Program CRC (P)</td>
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<td></td>
<td></td>
<td>Exec Edu</td>
<td>Fund</td>
<td>Internships</td>
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<td>Consortium</td>
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<td><strong>Government &amp; NGOs</strong></td>
<td>ACT Government</td>
<td>US Embassy</td>
<td></td>
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<td>DFAT - AusAid</td>
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<td>CSIRO</td>
<td>Exec Edu</td>
<td></td>
<td></td>
<td>Dept Environment</td>
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<tr>
<td></td>
<td>Data61</td>
<td></td>
<td></td>
<td></td>
<td>52 Day Consulting</td>
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<td></td>
<td>Geoscience Australia</td>
<td></td>
<td></td>
<td></td>
<td>ANU Enterprise</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
<td>Social Research Centre</td>
</tr>
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</table>
Local - Canberra Innovation Eco-System
- Entry 29 over 120 Active members and 43 businesses
- Griffin Accelerator – 15 teams long listed, 6 teams accepted
- Kiln Accelerator – July 1st start
- Canberra innovation Network (CBRIN) 10 months …. 

National – Profile and Networks
- CSIRO/Data61
- AmCham, Japan Business Council, China Business Council
- ATP Innovations
- IBM Innovation Challenge
- Boeing thought leaders
- Business/Higher Education Round Table (BHERT)

Global – Profile and Networks
- Multi-national primes: Boeing, Lockheed Martin, Ford, Bayer, Monsanto…
- US Embassy
- IP Group
**Innovation ACT**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tr>
<td>Teams</td>
<td>27</td>
<td>33</td>
<td>43</td>
</tr>
<tr>
<td>Participants</td>
<td>90</td>
<td>109</td>
<td>140</td>
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</table>

**Tech Launcher (2015) – Computer Science**

<p>| | | | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Students</td>
<td>130</td>
<td>90 UG</td>
<td>40 PG</td>
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<tr>
<td>Projects</td>
<td>28</td>
<td>11 Student Start ups</td>
<td>10 with industry</td>
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<tr>
<td></td>
<td></td>
<td>2 in Entry29</td>
<td>5 in CSIRO&amp; ANU</td>
</tr>
</tbody>
</table>

**ANU Entrepreneurs Society**

| Student Members | 315 |

**Boot Camps & IP Workshops**

- Australian Institute of Commercialisation Boot Camp: 27 Attendees/year
- IP Workshops: 10 workshops/year

**Industry Linked Business Plans - CBE**

| International and Global Marketing | 700 students since 2011 |

**Entrepreneurship & Technology Innovation- CECS**

<p>| Engineering Innovation | 200 student pa |</p>
<table>
<thead>
<tr>
<th>Start Ups</th>
<th>Investment</th>
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<tbody>
<tr>
<td><strong>Cryptophama</strong></td>
<td>$650,000</td>
</tr>
<tr>
<td><strong>Savine Therapeutics</strong></td>
<td>$840,000 (Sold Bio Diem plc)</td>
</tr>
<tr>
<td>Antigen Vaccine</td>
<td></td>
</tr>
<tr>
<td><strong>Mylexa</strong></td>
<td>$730,000</td>
</tr>
<tr>
<td>Pulmonary Inflammation</td>
<td></td>
</tr>
<tr>
<td><strong>Lithicon</strong></td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Digital Rock Analysis</td>
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</tr>
<tr>
<td><a href="http://www.lithicon.com/">www.lithicon.com/</a></td>
<td>$76,000,000 Exit</td>
</tr>
<tr>
<td>$11,000,000 ANU</td>
<td></td>
</tr>
<tr>
<td>+ Royalty</td>
<td></td>
</tr>
<tr>
<td>+Research funding</td>
<td></td>
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<tr>
<td><strong>Beta Therapeutics</strong></td>
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<td>Diabetes</td>
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<tr>
<td><strong>Liquid Instruments</strong></td>
<td>$650,000</td>
</tr>
<tr>
<td>Laboratory Instrumentation</td>
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<tr>
<td><a href="http://www.liquidinstruments.com/">www.liquidinstruments.com/</a></td>
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<tr>
<td><strong>NuCoria</strong></td>
<td>$500,000</td>
</tr>
<tr>
<td>Ophthalmic Testing</td>
<td></td>
</tr>
<tr>
<td><a href="http://www.nucoria.com/">www.nucoria.com/</a></td>
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</table>
Progress: Discovery Translational Fund

### Proposal Stage

<table>
<thead>
<tr>
<th>Stage</th>
<th>ANU</th>
</tr>
</thead>
<tbody>
<tr>
<td>EOI Submitted</td>
<td>26</td>
</tr>
<tr>
<td>Full Application Submitted</td>
<td>21</td>
</tr>
<tr>
<td><strong>Full Application Awarded</strong></td>
<td><strong>19</strong></td>
</tr>
<tr>
<td>Full Application – Not Approved</td>
<td>2</td>
</tr>
<tr>
<td>Full Application – Pending Assessment</td>
<td>0</td>
</tr>
<tr>
<td>Project Active/Awarded</td>
<td>2</td>
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<tr>
<td>Project Completed</td>
<td>12</td>
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<tr>
<td>Project Withdrawn</td>
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### Funding

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<tr>
<td>Funding Sought – Full Application</td>
<td>1,851,537</td>
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<tr>
<td><strong>Funding Awarded</strong></td>
<td><strong>1,477,451</strong></td>
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<td>Funds Returned</td>
<td>207,944</td>
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### Industry

<table>
<thead>
<tr>
<th>Sector (primary)</th>
<th>ANU</th>
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<tbody>
<tr>
<td>Biotech, Pharmaceuticals and Health</td>
<td>11</td>
</tr>
<tr>
<td>Manufacturing and Transport</td>
<td>10</td>
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<tr>
<td>IT, Media, Electronics and Communications</td>
<td>5</td>
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<tr>
<td>Services</td>
<td>1</td>
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<tr>
<td>Energy and Mining</td>
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### Seed Fund

<table>
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<th>Stage</th>
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<tbody>
<tr>
<td>Referred from Unsuccessful DTF</td>
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<tr>
<td>Referred from Completing DTF</td>
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<tr>
<td>Term Sheet Signed</td>
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<td>Seed Investment Made</td>
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### Discovery Translation Fund 2.0

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<tr>
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<tr>
<td><strong>Full Application Awarded</strong></td>
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<tr>
<td>Full Application – Not Approved</td>
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</tr>
<tr>
<td>Full Application – Pending Assessment</td>
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<tr>
<td>Project Active/Awarded</td>
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<td>Project Completed</td>
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<td>Project Withdrawn</td>
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<table>
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<tr>
<th>Stage</th>
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<tr>
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<td><strong>Funding Awarded</strong></td>
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### Industry

<table>
<thead>
<tr>
<th>Sector (primary)</th>
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<tbody>
<tr>
<td>Biotech, Pharmaceuticals and Health</td>
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<td>Manufacturing and Transport</td>
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<td>IT, Media, Electronics and Communications</td>
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<td>Services</td>
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<tr>
<td>Energy and Mining</td>
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### Seed Fund

<table>
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<tr>
<th>Stage</th>
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<tbody>
<tr>
<td>Referred from Unsuccessful DTF</td>
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<tr>
<td>Referred from Completing DTF</td>
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<tr>
<td>Term Sheet Signed</td>
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<tr>
<td>Seed Investment Made</td>
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## HERDC Income Amount ($AUS)

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<th>HERDC Subcategory</th>
<th>ANU or ANU E</th>
<th>Income Year</th>
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<th>Grand Total</th>
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<td><strong>CAT2 - Other Public Sector</strong></td>
<td><strong>Research Funding</strong></td>
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<td>CAT2 - Local Government</td>
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<td>$37,987.50</td>
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<td>$20,900.00</td>
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<td>$555,908.31</td>
<td>$3,141,754.13</td>
<td>$4,536,283.04</td>
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<td>$345,170,730.09</td>
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<td>$1,389,529.42</td>
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<td>CAT34 - International Funding A</td>
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<td>$4,604,153.04</td>
<td>$3,476,015.01</td>
<td>$11,331,480.66</td>
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</tr>
<tr>
<td></td>
<td>CAT35 - International Funding B</td>
<td>ANU E - ANU Enterprise</td>
<td>$129,150.00</td>
<td>$145,918.83</td>
<td>$108,032.45</td>
<td>$383,101.28</td>
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<tr>
<td></td>
<td>CAT36 - International Funding C</td>
<td>ANU</td>
<td>$6,858,520.00</td>
<td>$9,551,177.52</td>
<td>$11,511,750.56</td>
<td>$27,921,448.42</td>
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</tr>
<tr>
<td><strong>CAT3 - Industry and Other Funding</strong></td>
<td><strong>for Research Total</strong></td>
<td></td>
<td>$22,247,045.40</td>
<td>$28,821,001.83</td>
<td>$33,463,826.17</td>
<td>$84,531,873.40</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td>$114,981,816.78</td>
<td>$148,498,054.06</td>
<td>$166,222,732.65</td>
<td>$429,702,603.49</td>
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</tr>
</tbody>
</table>
### 5 Year Income

<table>
<thead>
<tr>
<th>Corporate Name/Destination of Funds</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lithicon Australia Pty Ltd</td>
<td>$5,968,610.86</td>
</tr>
<tr>
<td>Origin Energy SolarPty Limited</td>
<td>$5,571,615.72</td>
</tr>
<tr>
<td>Coast City Country Training Ltd</td>
<td>$4,068,431.92</td>
</tr>
<tr>
<td>Fujitsu</td>
<td>$3,947,965.17</td>
</tr>
<tr>
<td>Sirtex</td>
<td>$3,558,222.35</td>
</tr>
<tr>
<td>Bioplatforms Australia Limited</td>
<td>$3,164,668.79</td>
</tr>
<tr>
<td>Nautilus Minerals Pacific</td>
<td>$2,554,750.00</td>
</tr>
<tr>
<td>Transform Solar Pty Ltd</td>
<td>$2,479,315.58</td>
</tr>
<tr>
<td>Coffey International Development Pty Ltd</td>
<td>$2,220,529.20</td>
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<tr>
<td>Australian Solar Institute Ltd</td>
<td>$2,168,548.37</td>
</tr>
<tr>
<td>Hamersley Iron</td>
<td>$1,798,043.73</td>
</tr>
<tr>
<td>Australian Scientific Instruments</td>
<td>$1,791,429.13</td>
</tr>
<tr>
<td>Bayer</td>
<td>$1,696,849.50</td>
</tr>
<tr>
<td>Wizard Power Pty Ltd</td>
<td>$1,663,540.39</td>
</tr>
<tr>
<td>Centennial Coal</td>
<td>$1,450,100.00</td>
</tr>
<tr>
<td>Intersect Australia Limited</td>
<td>$1,406,250.00</td>
</tr>
<tr>
<td>Rio Tinto</td>
<td>$1,287,060.33</td>
</tr>
<tr>
<td>Actew AGL</td>
<td>$1,188,795.91</td>
</tr>
<tr>
<td>ACTEW Corporation Ltd</td>
<td>$1,180,937.97</td>
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<tr>
<td>BP</td>
<td>$1,151,573.18</td>
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<tr>
<td></td>
<td><strong>$109,530,845.05</strong></td>
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</table>

### Other Key Partnerships Being Developed

<table>
<thead>
<tr>
<th>ANZ Bank</th>
</tr>
</thead>
<tbody>
<tr>
<td>NAB</td>
</tr>
<tr>
<td>Ford</td>
</tr>
<tr>
<td>Lockheed Martin</td>
</tr>
<tr>
<td>EOS</td>
</tr>
<tr>
<td>Maersk Oil Qatar AS</td>
</tr>
<tr>
<td>BHP Billiton</td>
</tr>
<tr>
<td>Boeing</td>
</tr>
<tr>
<td>Intelledox</td>
</tr>
<tr>
<td>Beta Therapeutics</td>
</tr>
<tr>
<td>NuCoria</td>
</tr>
<tr>
<td>Liquid Instruments</td>
</tr>
<tr>
<td>SAP</td>
</tr>
<tr>
<td>Terradata</td>
</tr>
</tbody>
</table>
Internal ANU Culture Drivers & Values
- Promotion Policy Implementation
- Research Excellence vs Research Translation
- Provide Translational Funding

External Drivers and Values
- ERA vs Impact
- Lack of Targeted Block Grant Funding
- One Year ARC Application Cycle Not Industry Friendly
- Cohesion of Government Support
- Lobby for Policy Change

Shortage of Appropriately ANU Skilled Business Development Capacity
- Reorganise and Resource Research and Innovation Support
- Strategic Business Development Staff in Schools & Colleges
- Complete Restructure of ANU Enterprise

Capacity of Australian Industry to Adopt Innovation
- Strategic Partnership Program – Local, National, Global
- Engagement program for SMEs
- Utilize:
  - CRC, Industrial Transformation Research Program (ITRP),
  - ARC Linkage, R&D Tax Credit, Entrepreneur Infrastructure Program (EIP)
**Key Challenges**

**Canberra Region SIV Fund**
- Significant Investor Visa (SIV) program requires $500,000 in new venture start-ups
- The ANU and Hindmarsh Group establishing an Early Stage Venture Capital Limited Partnership (EVCLP)
- Managed by ANU Connect Ventures
- Working with NAB Wealth Management
- ACT Government to the Fund’s management fees
- Target Fund of $10M-$20M

**Global Alumni Network**
- Singapore Alumni Network
- LA and Bay Area Mentor Network

**National Universities Innovation Group**
- IP Group Model - UK
- Consortium of UNSW, UQ, U Melbourne, Monash, U Adelaide, U Auckland **led by ANU**
- Unlisted Plc structure with view to listing within three years
- Management costs from balance sheet based on annual budget
- Support from Federal Government for costs
- Targeting:
  - Limited Partners interested in liquid, evergreen fund
  - $200M evergreen fund, approximately $10M-$15M investment per annum
  - Patient capital; listed company
- Interest from Super funds
## Strategic Programs

<table>
<thead>
<tr>
<th>Engagement Groups</th>
<th>Innovation Ecosystem</th>
<th>Entrepreneurial Education</th>
<th>Commercialisation</th>
<th>Strategic Engagement</th>
<th>Consulting &amp; Major Contracts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Start-Ups</strong></td>
<td>Support for CBR Innovation Network</td>
<td>TechLauncher Innovation ACT AIC Workshop Student Association CBE Courses Engineering Innovation</td>
<td>ANU Start-ups Venture Funding Discovery Translational Fund ANU Connect Ventures Significant Investor Visa Fund National Universities Innovation Group</td>
<td>Internships Mentoring</td>
<td>ANU Start-up R&amp;D contracts</td>
</tr>
<tr>
<td><strong>SME’s</strong></td>
<td>Stromlo Space Cluster CSIRO Ag-Bio Cluster Alt Energy Cluster</td>
<td></td>
<td></td>
<td>Strategic partnership Internships</td>
<td>ARC Linkage Industrial Transformation Research Program CRC (P)</td>
</tr>
<tr>
<td><strong>Major Corps</strong></td>
<td>Corporate R&amp;D Labs Innovation Labs Internships Masters programs IP Boot camps Exec Edu</td>
<td>Licensing &amp; Royalty Discovery Translational Fund</td>
<td>Strategic partnerships Masters programs Internships Consortium</td>
<td></td>
<td>ARC Linkage Industrial Transformation Research Program CRC Dev. Contracts R&amp;D Contracts</td>
</tr>
<tr>
<td><strong>Government &amp; NGOs</strong></td>
<td>Federal Government CSIRO Data61 Geoscience Australia Dept of Industry Exec Edu</td>
<td></td>
<td>Dept of Industry lobby</td>
<td></td>
<td>DFAT - AusAid Dept Environment 52 Day Consulting ANU Enterprise Social Research Centre</td>
</tr>
</tbody>
</table>
Questions
PART 4 – OTHER MATTERS FOR DECISION

*13. REMUNERATION COMMITTEE CHARTER

PURPOSE
To consider the establishment of a Remuneration Committee, consistent with the recommendations of the Walker Review of the ANU Act and Governance Arrangements.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council approve:

1. the dis-establishment of the Committee on Conditions of Appointment of the Vice-Chancellor, and the Emergency Appointment (Vice-Chancellor) Committee;
2. the establishment of a Remuneration Committee; and
3. the proposed Remuneration Committee Charter (824/2015).

ACTION REQUIRED
For discussion ☐  For decision ☑  For information ☐

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

Development of this Charter occurred following Council’s endorsement of the relevant recommendations of the Walker Review of the ANU Act and Governance Arrangements.

BACKGROUND
In December 2014, Emeritus Professor Sally Walker presented her report on the Review of the ANU Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

The Walker Review made the following relevant recommendations:

Recommendation 9

It is recommended that, in the case of Council committees:

- each committee’s terms of reference should be easily located and formatted consistently
- short biographies of each committee member should be published on the web site
- an annual schedule of business should be developed that links the committee’s terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year
- Council should consider annual reports from each Committee evaluating its effectiveness against its schedule of business and terms of reference.
Recommendation 11

*It is recommended that the Committee on Conditions and Appointment of the Vice-Chancellor should be replaced by a Remuneration Committee with expanded terms of reference.*

Recommendation 15

*It is recommended that section 37 of the ANU Act (acting appointments) should apply only to the office of Vice-Chancellor and that Council should integrate the Emergency Appointment (Vice-Chancellor) Committee into the Remuneration Committee in which case it might be titled Remuneration and Appointments Committee.*

In discussion in the report the following was suggested:

The Remuneration Committee could be responsible for matters such as:

- Monitoring and advising Council on matters relating to the University’s strategies and policies concerning the recruitment, remuneration and management of staff
- Reviewing and approving the Vice-Chancellor’s recommendations regarding the conditions of appointment, remuneration, performance assessment and incentive payments of staff who report to the Vice-Chancellor
- Determining the conditions of appointment (including salary) of the Vice-Chancellor
- Reviewing the performance of the Vice-Chancellor and determining her or his incentive payments.

Council accepted these recommendations, and tasked the Director, Human Resources to work with the Corporate Governance and Risk Office to prepare a Committee Charter for implementation.

**SUMMARY OF ISSUES**

The Corporate Governance and Risk Office has set about developing a standard set of charters for all Committees of Council that ensures consistency of approach and arrangements between all, whilst allowing for flexibility, given the differing focus of each committee.

The proposed role and operation Remuneration Committee (the Committee) has been developed with the Director, Human Resources, to ensure it enables the Council to maintain an appropriate level of oversight of executive remuneration matters, adopting practice consistent with modern standards of corporate governance in this regard.

The proposed Charter for the Committee seeks to consolidate into a single document an articulation of the following matters in respect of the Committee:

- Objectives and Functions
- Authority
- Composition
- Responsibilities
- Reporting
- Procedures
- Secretariat and other administrative arrangements

The most significant aspects of the Charter are:

- it maintains the Committee membership of the current Committee on conditions of appointment of the Vice-Chancellor, being, the Chancellor, Pro-Chancellor and Chair of the Finance Committee;
- the primary responsibilities of the Committee are to:
  o to determine, and report to Council on, the remuneration and conditions of employment of the Vice-Chancellor;
  o to monitor, review and where appropriate make recommendations to Council on:
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- the performance of the Vice-Chancellor;
- the processes for the appointment of a Vice-Chancellor;
- decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University.
  - to monitor, review and where appropriate make recommendations to the Vice-Chancellor on the remuneration and conditions of employment of the University’s senior management.
  - exercise in an emergency, the power of the Council to make acting appointments under sub-section 37 of the *ANU Act 1991* in relation to the office of Vice-Chancellor, provided that no such appointment by the Committee will, except with the approval of the Council, continue after the next succeeding meeting of the Council.

The Charter reflects all of the responsibilities of the current Committee on conditions of appointment of the Vice-Chancellor and the Emergency Appointment (Vice-Chancellor) Committee. However it also moves into a new areas of focus, where the Committee will have oversight of remuneration for all members of the University Executive (in addition to the Vice-Chancellor).

In terms of oversight of executive remuneration (other than that of the Vice-Chancellor), the proposed new role for the Committee is modest by comparison with the arrangements at other Group of Eight universities. The table below provides a summary of the scope of responsibility of comparable committees at these universities.

<table>
<thead>
<tr>
<th>University</th>
<th>Scope of responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Melbourne</td>
<td>• Determines the level of remuneration and conditions of employment for all senior management, spanning its coverage to the level of Dean</td>
</tr>
</tbody>
</table>
| Monash University               | • Determines the Vice-Chancellor’s remuneration and conditions of employment  
                                 | • Approves remuneration policy for all senior management  
                                 | • Advises on policy for the recruitment and appointment of senior management                                                                                                                                         |
| University of Sydney            | • Determines the Vice-Chancellor’s remuneration and conditions of employment  
                                 | • Reviews and approves the Vice-Chancellor’s recommendations on the level of remuneration and conditions of employment for all senior management                                                                 |
| University of New South Wales   | • Advises Council and the Vice-Chancellor on matters relating to personnel policy  
                                 | • Determines the Vice-Chancellor’s remuneration and conditions of employment  
                                 | • Approves the level of remuneration and conditions of employment for all senior management                                                                                                                      |
| University of Queensland        | No equivalent committee                                                                                                                                                                                                  |
| University of Western Australia | • Advises the Senate on the Vice-Chancellor’s remuneration and conditions of employment  
                                 | • Advises on process for the recruitment and appointment of a Vice-Chancellor                                                                                                                                 |
| University of Adelaide          | • Advises the Council on the Vice-Chancellor’s remuneration and conditions of employment  
                                 | • Advises the Vice-Chancellor on remuneration and conditions of employment for senior management                                                                                                                   |

This approach also brings the Council’s governance practices into closer alignment with the *ASX Corporate Governance Principles* (2014), which state:

PART 4 – OTHER MATTERS FOR DECISION
“The responsibilities of the remuneration committee should include a review of and recommendation to the board on:

- the company’s remuneration, recruitment, retention and termination policies and procedures for senior executives
- senior executives’ remuneration and incentives…”

The accompanying Charter implements all of Professor Walker's recommendations that can be implemented before the commencement of the new ANU Act. The Charter will operate during the transitional period before the new Act commences and will require further modification once the final form of the new ANU Act is known.

ATTACHMENT
13.1 Remuneration Committee Charter (824/2015).

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

An internal communication will not be released. However the Charter will be posted to a webpage for the Committee, consistent with standard practice.
Remuneration Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Remuneration Committee (“the Committee”) in accordance with section 18 of the Australian National University Act 1991.

2. This Charter sets out the Committee’s objective, authority, composition, role and responsibilities, reporting and administrative arrangements.

Objective

3. The objective of the Committee is:
   a) to determine, and report to Council on, the remuneration and conditions of employment of the Vice-Chancellor;
   b) to monitor, review and where appropriate make recommendations to the Vice-Chancellor on the remuneration and conditions of employment of the University’s senior management; and
   c) to exercise such other functions, powers and authority as may be assigned or delegated to it by the Council.

Authority

4. For the purpose of meeting its objectives, the Council authorises the Committee subject to relevant confidentiality considerations, to:
   • obtain any information it needs from the Vice-Chancellor, the Director, Human Resources, the University Counsel and/or any external party);
   • request the attendance of any ANU employee, or a Council member at Committee meetings; and
   • obtain professional advice, as considered necessary to meet its responsibilities, at the University’s expense.

Composition

5. The Committee shall consist of:
   • ex officio, the Chancellor, as Chair;
• *ex officio*, the Pro-Chancellor, as Deputy Chair
• *ex officio*, the Chair of the Finance Committee.

**Roles and Responsibilities**

6. The Committee is directly responsible and accountable to the Council for the exercise of its responsibilities.

7. The Committee’s responsibilities, subject to revision by Council, are:
   a) to determine, and report to Council on, the remuneration and conditions of employment of the Vice-Chancellor;
   b) to monitor, review and where appropriate make recommendations to Council on:
      i) the performance of the Vice-Chancellor;
      ii) the processes for the appointment of a Vice-Chancellor;
      iii) decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University.
   c) to monitor, review and where appropriate make recommendations to the Vice-Chancellor on the remuneration and conditions of employment of the University’s senior management.

8. The Committee may in an emergency, exercise the power of the Council to make acting appointments under sub-section 37 of the *Australian National University Act 1991* in relation to the office of Vice-Chancellor, provided that no such appointment by the Committee shall, except with the approval of the Council, continue after the next succeeding meeting of the Council. When exercising this power, the Committee shall only make appointments if the office of Vice-Chancellor is vacant without notice, or in the event of an extended and unanticipated absence by the Vice-Chancellor who is otherwise unable or unavailable to perform the functions of that office.

**Responsibilities of Members**

9. Members of the Committee are expected to act in the interests of the ANU, and to understand and observe the legal requirements of the *Australian National University Act 1991* and the *Public Governance, Performance and Accountability Act 2013*.

**Reporting**

10. The Committee will at least once a year, report to the Council, on a confidential basis, on its activities during the year. The report should include:
• a summary of the work it performed to fully discharge its responsibilities during the preceding year, including any recommendations for Council approval regarding the remuneration and performance of the Vice-Chancellor;

• details of meetings, including the number of meetings held during the relevant period, and the number of meetings each member attended.

11. The Committee may, at any time, report to the Council, on a confidential basis, any other matter it deems of sufficient importance to do so.

Administrative Arrangements

Meetings and Planning

12. The Committee will meet at least once each year on dates determined by the Chair.

13. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another member of the Committee.

14. The Chair will be regularly updated on matters relating executive remuneration and performance, as well as any emerging issues, by the Vice-Chancellor or the Director, Human Resources.

15. The Director, Human Resources will provide an annual briefing to a meeting of the Committee (and other briefings if requested) on contemporary developments and leading practice related to executive remuneration, to assist it to meet its responsibilities.

Attendance at Meetings and Quorums

16. A quorum will consist of two Committee members who hold office for the time being.

17. Meetings can be held in person, by telephone or by videoconference.

18. Meetings of the Committee are closed and confidential, and attendance at meetings by non-Committee members, including members of the Council, is only by invitation from the Chair.

Secretariat

19. The Director, Human Resources will provide secretariat support to the Committee.

20. The Director, Human Resources will be responsible for the development and preparation of reports and other papers on executive remuneration and performance matters to be presented to the Committee.

21. The Director, Human Resources will ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chair and as far as practicable, at least 10 days before the meeting.
22. The Director, Human Resources will ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member, as appropriate.

**Conflicts of Interest**

23. As members of the Council, Committee members shall once a year provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. Committee members will be asked to consider past employment, consultancy arrangements and related party issues in making these declarations. Where there are potential conflicts, Council must be satisfied there are sufficient processes in place to manage any real or perceived conflict.

24. Committee members shall declare any additional material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

25. Processes associated with the declaration of material personal interests will be coordinated by the Corporate Governance and Risk Office.

**Assessment and Review**

26. The Chair of the Committee shall initiate biennially a review of the performance of the Committee, and this Charter, with appropriate input sought from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council. The review of performance shall be conducted on a self-assessment basis unless otherwise determined by the Council.

27. Support for the review of the Committee’s performance and its charter will be provided by the Corporate Governance and Risk Office, in consultation with the Director, Human Resources.

*Approved by resolution of the ANU Council meeting of <date>.*
14. FINANCE COMMITTEE CHARTER

PURPOSE
To consider a new Finance Committee Charter.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chair, Finance Committee

SPONSOR
Chair, Finance Committee

RECOMMENDATION
That Council approve the Finance Committee Charter, as amended by the Finance Committee at its meeting held on 18 September 2015 (825/2015).

ACTION REQUIRED
- For discussion
- For decision
- For information

CONSULTATION
- Staff
- Students
- Alumni
- Government
- Other
- Not applicable

Review and proposed amendments of this Charter follows from Council’s endorsement of the relevant recommendations of the Walker Review of the Australian National University Act 1991 and Governance Arrangements contained within it.

The Finance Committee has endorsed the proposed Charter, subject to amendment, and recommends it to Council for approval.

BACKGROUND

In December 2014, Emeritus Professor Sally Walker presented her report on the Australian National University Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

The Walker Review, which was released publically by the Minister for Education and Training on 24 June 2015, made the following relevant recommendations:

 Recommendation 9: It is recommended that, in the case of Council committees:

- each committee’s terms of reference should be easily located and formatted consistently
- short biographies of each committee member should be published on the web site
- an annual schedule of business should be developed that links the committee’s terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year
- Council should consider annual reports from each Committee evaluating its effectiveness against its schedule of business and terms of reference.

 Recommendation 13: It is recommended that, taking into account the advice of its Finance Committee, the Council should determine whether it is necessary to have an Investment Advisory Sub-Committee as a Sub-committee of the Finance Committee; if so, both its formal terms of reference and, in practice, the work it is asked to undertake, should be those of a governance committee and the Corporate Governance and Risk Office should assume responsibility for it.
This would not preclude the management of the University establishing a management committee, even one drawing on external advice, to guide the day to day operations of the Investment Office. (Finding 9)

SUMMARY OF ISSUES

The Corporate Governance and Risk Office has set about developing a standard set of charters for all Committees of Council that ensures consistency of approach and arrangements between all, whilst allowing for flexibility, given the differing focus of each committee.

The proposed Finance Committee Charter has been developed by the Corporate Governance and Risk Office, in consultation with the Chief Financial Officer and Executive Director, Administration and Planning.

Currently the governing arrangements for the Committee is spread over several documents which have not been reviewed for some years. The proposed Charter for the Committee seeks to consolidate into a single document an articulation of the following matters in respect of the Committee:

- Objectives and Functions
- Authority
- Composition
- Responsibilities
- Reporting
- Procedures
- Secretariat and other administrative arrangements

In developing this new Charter, the Corporate Governance and Risk Office has drawn on arrangements in place for Finance Committees at other Group of Eight universities, and has been particularly guided by the arrangements of the University of Melbourne, considered a model of better practice.

Further to the Committee’s discussions at its September meeting, the most significant aspects of the Charter are now proposed as:

- the Committee’s responsibilities, set out as being to monitor, review and make recommendations to Council in respect of:
  - significant matters relating to the ownership, management and divestment of assets, noting the need for interaction with other Committees of Council such as the Campus Planning Committee; the creation of cash reserves and financial provisioning and management of employee superannuation, other entitlements and liabilities, insurance, and other financial matters;
  - the adoption of the University's annual (recurrent and capital expenditure) budget;
  - the University's forward estimate projections and any implications arising for the University's budgetary position;
  - the University's financial performance against budget and the performance against plans for capital expenditure on physical assets;
  - the University’s performance against its strategic key performance indicators, to the extent that such performance has a financial consequence for the University;
  - the investment portfolio of the University, including:
    - the objectives and strategy for the investment portfolio;
    - the management and financial performance of the investment portfolio;
    - the management and performance of any external funds manager engaged by the University; and
    - policies governing the operation of the investment portfolio, and their application.
  - matters relating the University’s commercial activities, including:
    - the establishment of new legal entities or participation in significant commercial activities, to ensure that all appropriate assessments and measures have been completed;
    - the management and operation of controlled entities, auxiliary operations, and other commercial activities of the University;
    - financial performance of these entities and activities, after receiving quarterly and annual reports, business plans, financial statements and auditors’ reports; and

PART 4 – OTHER MATTERS FOR DECISION
reporting annually to Council on the performance, and any significant issues arising, in relation to controlled entities, auxiliary operations, and other commercial activities;
  o matters of policy pertaining to the governance of financial, investment and commercial matters;
  o other matters raised by the Council or the Vice-Chancellor, which have a significant direct or indirect effect on the finances of the University;
➢ The Committee will also have delegated authority, subject to University policy and relevant decisions of the Council, to approve investment criteria and asset allocations, as recommended by the Vice-Chancellor or Chief Financial Officer.
➢ The new statement of responsibilities recognises the decision of Council to dis-establish the Investment Advisory Committee and incorporate those responsibilities within the remit of the Finance Committee;
➢ Recognition that section 18(4) (d) of the Australian National University Act 1991 provides that the Council cannot delegate its power to monitor the University’s commercial activities, its subsidiaries, and any other entity it controls, to the extent required to ensure they do not have any significant adverse impact on, or pose any reasonable risk to, the University’s finances and operations. Consequently, the Committee is to assist the Council in monitoring such activities and to refer all matters of concern or significance to the Council;
➢ Consistent with the existing practice of the Audit and Risk Management Committee, the Finance Committee will undertake an annual self-evaluation, with the outcomes reported to Council.

Council will note that it is not proposed to change the membership of the Committee.

This Charter implements all of Professor Walker’s recommendations that can be implemented before the commencement of the new ANU Act. The Charter will operate during the transitional period before the new ANU Act commences and will require further modification once the final form of the new ANU Act is known.

ATTACHMENT
14.1 Finance Committee Charter (825/2015).

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

Following Council approval an internal communication will not be released. However the Charter will be posted to the Finance Committee webpage, consistent with standard practice.
Finance Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Finance Committee (the Committee) in accordance with section 18 of the Australian National University Act 1991.

2. This Charter sets out the Finance Committee’s objective, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

3. The objective of the Committee is to provide advice to the Council on the University’s management of its financial resources and of its subsidiaries and commercial activities.

Authority

4. The Council authorises the Committee, within the scope of its role and responsibilities, to:

   - obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
   - discuss any matters with external parties (subject to confidentiality considerations);
   - request the attendance of any ANU employee, officer of a controlled entity, or Council member at Committee meetings; and
   - obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the University’s expense.

Composition and Tenure

5. The Committee shall consist of:

   - a Chair, appointed by the Council from among its members, who may not be a student or employee of the University;
   - ex officio, the Vice-Chancellor;
   - ex officio, the Pro-Chancellor;
• ex officio, the Chair, Audit and Risk Management Committee;
• three other Council members, appointed by the Council;
• up to five other members, appointed by the Council, who have appropriate expertise, at least four of whom are neither students nor employees of the University.

6. The Committee may appoint a Deputy Chair from amongst its members.

7. The members, taken collectively, shall have a broad range of skills and experience relevant to the operations of the University. At least four members of the Committee should have a high level of relevant financial expertise. At least four members of the Committee should have a high level of relevant commercial or investment expertise.

8. Members shall be appointed for up to two years and are eligible for re-appointment.

9. The Council will have regard to the University’s objectives on gender equity, and the need for both continuity and regular renewal, in filling positions on the Committee.

10. Council members may attend Committee meetings, and when they elect to do so, will be provided with Committee papers.

Roles and Responsibilities

11. The Committee exercises such functions, responsibilities and authorities as may be assigned or delegated to it by Council from time to time, but only such executive powers as are explicitly delegated to it.

12. The Committee’s responsibilities, subject to revision by Council, are to monitor, review and where appropriate make recommendations to Council with respect to:

a. significant matters relating to the ownership, management and divestment of assets, noting that there will be a need for interaction with other Committees of Council such as the Campus Planning Committee in this regard; the creation of cash reserves and financial provisioning and management of employee superannuation, other entitlements and liabilities, insurance, and other financial matters;

b. the adoption of the University’s annual (recurrent and capital expenditure) budget;

c. the University’s forward estimate projections and any implications arising for the University’s budgetary position;

d. the University’s financial performance against budget and the performance against plans for capital expenditure on physical assets;

e. the University’s performance against its strategic key performance indicators, to the extent that such performance has a financial consequence for the University;
f. the investment portfolio of the University, including:
   o the objectives and strategy for the investment portfolio;
   o the management and financial performance of the investment portfolio;
   o the management and performance of any external funds manager engaged by the University; and
   o policies governing the operation of the investment portfolio, and their application.

g. matters relating the University’s commercial activities, including:
   o the establishment of new legal entities or participation in significant commercial activities, to ensure that all appropriate assessments and measures have been completed;
   o the management and operation of controlled entities, auxiliary operations, and other commercial activities of the University;
   o financial performance of these entities and activities, after receiving quarterly and annual reports, business plans, financial statements and auditors’ reports; and
   o reporting annually to Council on the performance, and any significant issues arising, in relation to controlled entities, auxiliary operations, and other commercial activities;

h. matters of policy pertaining to the governance of financial and commercial matters;

i. other matters raised by the Council or the Vice-Chancellor which have a significant direct or indirect effect on the finances of the University.

13. The Council delegates authority to the Committee, subject to University policy and relevant decisions of the Council, to approve investment criteria and asset allocations, as recommended by the Vice-Chancellor or Chief Financial Officer.

14. Section 18(4) (d) of the Australian National University Act 1991 provides that the Council must not delegate its power to monitor the University’s commercial activities, its subsidiaries, and any other entity it controls, to the extent required to ensure they do not have any significant adverse impact on, or pose any reasonable risk to, the University’s finances and operations. The Committee is to assist the Council in monitoring such activities and to refer all matters of concern or significance to the Council.

15. Where the Committee identifies issues of possible concern relating to campus planning and development, it shall refer such matters to the Campus Planning Committee for consideration. Similarly, where it identifies issues that may present a risk consideration for the University, it shall refer such matters to the Audit and Risk Management Committee.
Responsibilities of Members

16. Members of the Committee are expected to understand and observe the legal requirements of the *Australian National University Act 1991* and the *Public Governance, Performance and Accountability Act 2013*.

17. Members are also expected to:
   - act in the interests of the ANU;
   - contribute the time needed to study and understand the papers provided; and
   - apply good analytical skills, objectivity and good judgment.

Reporting

18. The Committee shall regularly, but at least once a year, report to the Council on its operation and activities during the year. The report should include:
   - a summary of the work it performed to fully discharge its responsibilities during the preceding year;
   - details of meetings, including the number of meetings held during the relevant period, and the number of meetings each member attended.

19. Pursuant to clause 13, where the Committee identifies exposure (or potential exposure) to material financial or commercial risk to the University, arising from its own operations or that of any controlled entity, auxiliary operation, and other commercial activity of the University, the Council is to be notified of the matter, and it is to be referred to the Audit and Risk Management Committee for consideration and advice to Council and the Vice-Chancellor.

20. The Committee may, at any time, report to the Council on any other matter it determines of sufficient importance to do so.

Administrative Arrangements

Meetings and Planning

21. The Committee shall meet six times per year on dates determined by the Committee.

22. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another Committee member.

23. A forward meeting plan, including meeting dates, location and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all of its responsibilities, as detailed in this Charter.
24. The Chair will be regularly updated on the financial and commercial activities of the University and its subsidiaries and emerging issues by the Executive Director, Administration and Planning or the Chief Financial Officer.

Attendance at Meetings and Quorums

25. A quorum shall consist of 50 per cent of Committee members who hold office for the time being.

26. Meetings can be held in person, by telephone or by videoconference.

27. The Deputy Vice-Chancellors; the Executive Director, Administration and Planning; the Pro Vice-Chancellors; the Chief Financial Officer; and the Director, Corporate Governance and Risk Office may, subject to the Committee requesting otherwise, attend each meeting and contribute to its deliberations.

28. The Chair of the Committee may request any other ANU employee and/or external party to attend Committee meetings or participate in certain agenda items.

Secretariat

29. The Corporate Governance and Risk Office shall provide secretariat support to the Committee.

30. The Finance and Business Services Division shall be responsible for the development and preparation of reports and other papers on financial and commercial matters to be presented to the Committee. Such reports and papers will be submitted to the Corporate Governance and Risk Office for inclusion in the agenda papers.

31. The Corporate Governance and Risk Office will ensure the agenda and supporting papers for each meeting are circulated, after approval from the Chair and at least 7 days before the meeting. Copies of the agenda and supporting papers should be provided to all members of the Council via the secure server.

32. The Corporate Governance and Risk Office will ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member of the Committee.

Conflicts of Interest

33. Upon joining the Committee and then once a year thereafter, Committee members shall provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. External members will be asked to consider past employment, consultancy arrangements and related party issues in making these declarations. Council will need to be
satisfied that there are sufficient processes in place to manage any real or perceived conflict of interest.

34. Committee members shall declare any material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

Induction

35. The Corporate Governance and Risk Office will maintain a program of induction, training and awareness-raising for Committee members, with the objective of enabling the Committee to keep abreast of contemporary developments and leading practice to assist them to meet their Committee responsibilities. The Finance and Business Services Division will assist the Corporate Governance and Risk Office in this task whenever requested.

Assessment and Review

36. The Chair of the Committee, in consultation with the Chancellor, shall initiate annually a review of the performance of the Committee, and this Charter, with appropriate input sought from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council. The review of performance shall be conducted on a self-assessment basis unless otherwise determined by the Council.

Approved by resolution of the ANU Council meeting of <date>. 
15. CAMPUS PLANNING COMMITTEE AND CHARTER

PURPOSE
To consider the establishment of a Campus Planning Committee, consistent with the recommendations of the Walker Review of the ANU Act and Governance Arrangements.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council approve the:
- establishment of the Campus Planning Committee;
- proposed Campus Planning Committee Charter (826/2015);
- appointment of Committee members as detailed in this paper; and
- re-naming of the Campus Planning and Development Committee as the Campus Development Committee.

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☐

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

Development of this Charter occurred following Council’s endorsement of the relevant recommendations of the Walker Review of the ANU Act and Governance Arrangements.

BACKGROUND
In December 2014, Emeritus Professor Sally Walker presented her report on the Review of the ANU Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

The Walker Review made the following relevant recommendations:

Recommendation 9

It is recommended that, in the case of Council committees:

- each committee’s terms of reference should be easily located and formatted consistently
- short biographies of each committee member should be published on the web site
- an annual schedule of business should be developed that links the committee’s terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year
- Council should consider annual reports from each Committee evaluating its effectiveness against its schedule of business and terms of reference.
Recommendation 8

It is recommended that Council consider establishing a Campus Planning Committee being a Council Committee charged with providing advice to Council on the development and periodic review of master plans for the University’s Campus or, if its terms of reference were to extend, to advising Council on the design and implementation of major infrastructure projects and/or the naming of buildings. Council might consider establishing it as a Buildings and Estates Committee.

In discussion in the report the following was stated:

We recommend that Council consider establishing a Campus Planning Committee charged with providing advice to Council on the development and periodic review of Master Plans for the University’s Campus. Given that the site occupied by the ANU was provided for in Walter Burley Griffin’s design for Canberra, the local community and Council no doubt accord weight to campus master planning. Furthermore, in the more competitive, market driven environment now facing Australian universities, many of them are seeing their campuses as a strategic resource to be developed in a way that makes them more attractive to the staff and students for whom they compete. We consider it appropriate for Council to have governance oversight of this and that the particular expertise is unlikely to reside in Council members. Council might consider broadening the terms of reference of the Committee to include advising Council on the design and implementation of major infrastructure projects and/or the naming of buildings in which case the committee might be established as a Buildings and Estates Committee.

Council accepted these recommendations, and tasked the Director, Facilities and Services to work with the Corporate Governance and Risk Office to prepare a Committee Charter to enable implementation.

SUMMARY OF ISSUES

Charter

The Corporate Governance and Risk Office has set about developing a standard set of charters for all Committees of Council that ensures consistency of approach and arrangements between all, whilst allowing for flexibility, given the differing focus of each committee.

The proposed role and operation Campus Planning Committee (the Committee) has been developed by the Director, Facilities and Services, with input from the Corporate Governance and Risk Office on general governance matters and to achieve consistency of practice.

The proposed Charter for the Committee seeks to consolidate into a single document an articulation of the following matters in respect of the Committee:

- Objectives and Functions
- Authority
- Composition
- Responsibilities
- Reporting
- Procedures
- Secretariat and other administrative arrangements

The Committee’s responsibilities will be to monitor, review and where appropriate make recommendations to Council with respect to:

- the Campus Master Plans, Precinct Codes and scheduled reviews;
- any developments that are outside the guidelines of the Master Plans or Precinct Codes;
- the acquisition or disposal of land or buildings;
- the implementation of the University’s rolling major capital works (buildings) program including final designs;
- the naming, re-naming or de-naming of buildings or significant University infrastructure such as sporting ovals, streets, landscape, places, walks and courtyards;
- the heritage listing of significant buildings or sites;
- campus wayfinding strategies;
- the installation or removal of major pieces of campus public art; and
policies relating to campus planning, such as Asset Naming and Public Artworks policy.

This Charter implements all of Professor Walker’s recommendations that can be implemented before the commencement of the new ANU Act. The Charter will operate during the transitional period before the new ANU Act commences and will require further modification once the final form of the new ANU Act is known.

Committee Membership

The membership of the Committee will be:

- a Chair, appointed by the Council from among its members, who may not be a student or employee of the University;
- two Council members, other than the Vice-Chancellor, appointed by the Council;
- ex officio, the Vice-Chancellor;
- ex officio, the Chair, Campus Development Committee
- one external member, with relevant skills

It is recommended that Council approve the following appointments for a term expiring on 30 June 2017.

<table>
<thead>
<tr>
<th>Category</th>
<th>Appointee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Professor Gareth Evans</td>
</tr>
<tr>
<td>Two Council members</td>
<td>Ms Robin Hughes and Ms Naomi Flutter</td>
</tr>
<tr>
<td>One External member</td>
<td>Mr Malcolm Snow</td>
</tr>
</tbody>
</table>

A curriculum vitae for Mr Malcolm Snow is in Attachment 15.2.

Council will also note that the Chair of the Campus Development Committee is an ex officio member of the Committee. Ms Sue Holliday is the current Chair. Ms Holliday is a City Planner and Economist. She was the Director General of Planning NSW from 1997 to 2003, where she played a major role in shaping the planning agenda in Australia. She was Director of City Strategy in DEGW Asia Pacific from 2003 - 2007. In February 2007, she established Strategies for Change. She is Professor of Planning Practice at UNSW. She sits on many government Boards and Committees through which she continues to influence the direction of urban policy in Australia.

Campus Planning and Development Committee

At its 5 December 2015 meeting Council approved the reconstitution of the Campus Planning and Development Committee (as a management committee), noting its intention to establish a governance-level committee with responsibility for, and oversight of, master planning of the ANU University campus.

In resolving to establish a Committee of Council, the matter of naming it, has been further considered. It is recommended that the Council Committee be known as the Campus Planning Committee and the Campus Planning and Development Committee be renamed as the Campus Development Committee.

Asset Naming

At its 25 July 2014 meeting, the Council approved an Asset Naming Policy and Procedure for the University. The Procedure established a Naming Committee to make recommendations to the Council on the naming of all physical and non-physical assets. With the establishment of the Campus Planning Committee, responsibility for the naming of physical assets has been transferred away from the Naming Committee.

An amendments to the policy and procedure are currently being prepared, and will be brought forward for Council consideration at its December meeting, following consideration by the Campus Planning Committee.

ATTACHMENTS

15.1 Campus Planning Committee Charter (826/2015)
15.2 Curriculum vitae – Mr Malcolm Snow
COMMUNICATION

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

An internal communication will not be released. However the Charter will be posted to a webpage for the Committee, consistent with standard practice.
Campus Planning Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Campus Planning Committee ("the Committee") in accordance with section 18 of the Australian National University Act 1991.

2. This Charter sets out the Committee’s objective, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

3. The objective of the Committee is to monitor and advise Council on matters relating to the planning and development of the University’s major property and physical infrastructure.

Authority

4. The Council authorises the Committee, within the scope of its role and responsibilities, to:
   - obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
   - discuss any matters with external parties (subject to confidentiality considerations);
   - request the attendance of any ANU employee, officer of a controlled entity, or Council member at Committee meetings; and
   - obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the University’s expense.

Composition and Tenure

5. The Committee shall consist of:
   - a Chair, appointed by the Council from among its members, who may not be a student or employee of the University;
   - two other Council members, appointed by the Council;
   - ex officio, the Vice-Chancellor;
• ex officio, the Chair, Campus Development Committee
• one external member, with relevant skills

6. The Committee may appoint a Deputy Chair from amongst its members
7. Members shall be appointed for up to two years and are eligible for re-appointment.
8. The Council shall have regard to the University’s objectives on gender equity, and the need for both continuity and regular renewal, in filling positions on the Committee.
9. Council members may attend Committee meetings, and when they elect to do so, will be provided with Committee papers.

Roles and Responsibilities

10. The Committee exercises such functions, responsibilities and authorities as may be assigned or delegated to it by Council from time to time, but only such executive powers as are explicitly delegated to it.

11. The Committee’s responsibilities, subject to revision by Council, are to monitor, review and where appropriate make recommendations to Council with respect to:
   a. the Campus Master Plans, Precinct Codes and scheduled reviews;
   b. any developments that are outside the guidelines of the Master Plans or Precinct Codes;
   c. the acquisition or disposal of land or buildings;
   d. the implementation of the University’s rolling major capital works (buildings) program including final designs;
   e. the naming, re-naming or de-naming of buildings or significant University infrastructure such as sporting ovals, streets, landscape, places, walks and courtyards;
   f. the heritage listing of significant buildings or sites;
   g. campus wayfinding strategies;
   h. the installation or removal of major pieces of campus public art; and
   i. policies related to campus planning, such as Asset Naming and Public Artworks policy.

12. Where the Committee identifies issues of possible concern relating to the financial management, budget sustainability or commercial activities of the University, it shall refer such matters to the Finance Committee for consideration. Similarly, where it identifies issues that may present a risk consideration for the University, it shall refer such matters to the Audit and Risk Management Committee.
Responsibilities of Members

13. Members of the Committee are expected to understand and observe the legal requirements of the Australian National University Act 1991 and the Public Governance, Performance and Accountability Act 2013.

14. Members are also expected to:
   - act in the interests of the University;
   - contribute the time needed to study and understand the papers provided; and
   - apply good analytical skills, objectivity and good judgment.

Reporting

15. The Committee shall regularly, but at least once a year, report to the Council on its operation and activities. The report should include:
   - a summary of the work the it performed to fully discharge its responsibilities during the preceding year;
   - details of meetings, including the number of meetings held during the relevant period, and the number of meetings each member attended.

16. The Committee may, at any time, report to the Council any other matter it deems of sufficient importance to do so.

Administrative Arrangements

Meetings and Planning

17. The Committee shall meet at least three times per year on dates determined by the Committee.

18. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another Committee member.

19. A forward meeting plan, including meeting dates, location and agenda items, will be agreed by the Committee each year. The forward meeting plan shall cover all its responsibilities, as detailed in this Charter.

Attendance at Meetings and Quorums

20. A quorum will consist of 50 per cent of Committee members who hold office for the time being.

21. Meetings can be held in person, by telephone or by videoconference.
22. The Deputy Vice-Chancellors; the Executive Director, Administration and Planning; the Pro Vice-Chancellors; the Director, Facilities and Services; and the Director, Corporate Governance and Risk Office may, subject to the Committee requesting otherwise, attend each meeting and contribute to its deliberations.

23. The Chair of the Committee may request any other ANU employee and/or external party to attend Committee meetings or participate in certain agenda items.

**Secretariat**

24. The Corporate Governance and Risk Office shall provide secretariat support to the Committee.

25. The Facilities and Services Division shall be responsible for the development and preparation of reports and other papers on campus planning matters to be presented to the Committee. Such reports and papers will be submitted to the Corporate Governance and Risk Office for inclusion in the agenda papers.

26. The Corporate Governance & Risk Office will ensure the agenda and supporting papers for each meeting are circulated after approval from the Chair and at least 10 days before the meeting. Copies of the agenda and supporting papers should be provided to all members of the Council via the secure server.

27. The Corporate Governance and Risk Office will ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member of the Committee.

**Conflicts of Interest**

28. Upon joining the Committee and then once a year thereafter, Committee members shall provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. External members will be asked to consider past employment, consultancy arrangements and related party issues in making these declarations. Council will need to be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

29. Committee members shall declare any material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

**Induction**

30. The Corporate Governance and Risk Office, will maintain a program of induction, training and awareness-raising for Committee members, with the objective of enabling the Committee to keep abreast of contemporary developments and leading practice to assist
them to meet their Committee responsibilities. The Facilities and Services Division will assist the Corporate Governance and Risk Office in this task whenever requested.

Assessment and Review

31. The Chair of the Committee, in consultation with the Chancellor, shall initiate biennially a review of the performance of the Committee, and this Charter, with appropriate input sought from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council. The review of performance shall be conducted on a self-assessment basis unless otherwise determined by the Council.

Approved by resolution of the ANU Council meeting of <date>.

Approved by resolution of the ANU Council meeting of <date>.
Curriculum vitae for Mr Malcolm Snow

EMPLOYMENT HISTORY
Chief Executive, National Capital Authority  
January 2014 – Present

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

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

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

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

Director Urban Planning, Urbis  
May 2001 – July 2005

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

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

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

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

HONOURS AND AWARDS
2014 Alumni Award, University of Queensland  
September 2014

Australia Award for Urban Design, Australian Government  
May 1996
16. AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

PURPOSE
To consider amendment of the Audit and Risk Management Committee Charter.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chair, Audit and Risk Management Committee

SPONSOR
Chair, Audit and Risk Management Committee

RECOMMENDATION
That Council approve the proposed amendment of the Audit and Risk Management Committee Charter, as recommended by the Audit and Risk Management Committee (827/2015).

ACTION REQUIRED
For discussion ☐  For decision ☑  For information ☐

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

Review and proposed amendments of this Charter follows from Council’s endorsement of the relevant recommendations of the Walker Review of the Australian National University Act 1991 and Governance Arrangements contained within it.

At its meeting on 18 September 2015, the Audit and Risk Management Committee endorsed further amendment of the Charter and recommended it to Council for approval.

BACKGROUND

In December 2014, Emeritus Professor Sally Walker presented her report on the Australian National University Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

The Walker Review, which was released publically by the then Minister for Education and Training on 24 June 2015, made the following relevant recommendations:

Recommendation 9: It is recommended that, in the case of Council committees:

- each committee’s terms of reference should be easily located and formatted consistently
- short biographies of each committee member should be published on the web site
- an annual schedule of business should be developed that links the committee’s terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year
- Council should consider annual reports from each Committee evaluating its effectiveness against its schedule of business and terms of reference.

In addition, the current Audit and Risk Management Committee Charter requires that the Committee undertake a review of its Charter on an annual basis.

SUMMARY OF ISSUES

PART 4 – OTHER MATTERS FOR DECISION
Consistent with the recommendations flowing from the Walker review, the Corporate Governance and Risk Office has initiated a program of work to review all Council Committee Charters and to update them, to ensure consistency and their ongoing relevance. As part of the review of the Committee’s Charter, analysis has been undertaken to ensure that the Charter also meets the requirements of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). The Corporate Governance and Risk Office has made use of the Resource Management Guide 202 – Audit Committees, issued by the Department of Finance, as guidance.

The PGPA Act and PGPA Rules set out requirements for audit committees, which, for the University, includes:

- That the ANU Council must have an audit committee.
- That the ANU Council must by written charter, determine the functions of the audit committee.
- That the functions of the audit committee must include reviewing the appropriateness of the University’s:
  - financial reporting;
  - performance reporting;
  - system of risk oversight and management; and
  - system of internal control.
- That the audit committee must consist of at least 3 persons who have appropriate qualifications, knowledge, skills or experience to assist the committee to perform its functions.
- That the majority of the members of the audit committee must be persons who are not employees of the University.
- That the Chancellor, Vice-Chancellor, and Chief Financial Officer, and, in the University’s case, the Executive Director, Administration & Planning may not be members of the audit committee.

The review finds that the Audit and Risk Management Committee Charter meets all of the requirements of the PGPA Act and PGPA Rules. However, some tightening of the language describing the membership of the Committee is recommended so that it is clear that neither an employee of the University nor a student (anyone considered ‘internal’, not limited to persons holding an ‘executive’ position) can be a member of the Audit and Risk Management Committee. This will ensure that the University has an unambiguously independent membership for the Audit and Risk Management Committee, including an independent Committee Chair (which is not a current requirement).

At its meeting on 18 September 2015, the Committee recommended further amendment to better align its Charter responsibilities with the program of work that ensures effective acquittal of its responsibilities. The Committee endorsed the amendments, via circular resolution and recommends them to Council, for approval.

ATTACHMENT
16.1 Audit and Risk Management Committee Charter (827/2015).

COMMUNICATION

For public release ☐  For internal release ☒  Not for release ☐

Following Council approval an internal communication will not be released. However the Charter will be posted to the Audit and Risk Management Committee webpage, consistent with standard practice.
Audit and Risk Management Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Audit and Risk Management Committee (the Committee) in compliance with section 45 of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and section 17 of the Public Governance and Accountability Rule 2014 (PGPA Rule).

2. This Charter sets out the Committee’s objective, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

3. The objective of the Committee is to provide independent assurance, advice and assistance to the Council on the University’s risk, control, compliance, internal audit and governance framework, and its external accountability responsibilities including in relation to financial statements.

Authority

4. The Council authorises the Committee, within the scope of its role and responsibilities, to:

   - obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
   - discuss any matters with the University’s external auditors, or other external parties (subject to confidentiality considerations);
   - request the attendance of any ANU employee or Council member at Committee meetings; and
   - obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the University’s expense.

Composition and Tenure

5. The Committee shall consist of:

   a. a Chair, appointed by the Council, who may be a member of the Council, but not the Chancellor, nor a student or employee of the University;
b. a member of Council, appointed by the Council, who may not be a student or an employee of the University;

c. up to four independent members, appointed by the Council, who may not be a members of Council, nor a student or employee of the University;

d. ex officio, the Chair of the Finance Committee.

6. The Committee may appoint a Deputy Chair from amongst its members

7. The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the ANU. At least three members shall have appropriate qualifications, knowledge, skills or experience to assist the Committee to perform its functions, with at least one member having accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

8. Members shall be appointed for up to two years and are eligible for re-appointment.

9. The Council will have regard to the University’s objectives on gender equity, and the need for both continuity and regular renewal, in filling positions on the Committee.

10. Council members may attend Committee meetings, and when they elect to do so, will be provided with Committee papers.

Roles and Responsibilities

11. The Committee exercises such functions, responsibilities and authorities as may be assigned or delegated to it by Council from time to time, but only such executive powers as are explicitly delegated to it.

12. The Committee’s responsibilities, subject to revision by Council, are to monitor, review and where appropriate make recommendations to Council with respect to:

   a. Financial Reporting: Review and give independent advice and assurance about the appropriateness of the University’s financial reporting, including reviewing the annual audited financial statements and related management representations, and recommending the signing of those statements.

   b. Performance Reporting: Review and give independent advice and assurance about the appropriateness of the University’s performance reporting, including the framework for developing and reporting key performance indicators and the annual activities and performance as outlined in the University’s annual report to Parliament.

   c. System of Risk Oversight and Management: Review and give independent advice and assurance about the appropriateness of the University’s system of risk oversight and management -- whether it has a sound enterprise risk management
framework and associated processes for effective identification and management of
the entity’s business and financial risks, including fraud risks and those associated
with individual projects, program implementation and activities.

d. System of Internal Control: Review and give independent advice and assurance
about the appropriateness of the University’s system of internal control, including
approaches to governance, compliance and assurance, and including consideration of:

  o the University’s overall control environment, as reflected in its governance,
    risk management and compliance arrangements;

  o proposed internal audit resourcing and coverage, the extent to which that
    coverage takes into account the University’s key risks, and recommending
    approval of the annual Internal Audit Work Plan (IAWP) by Council; and

  o internal and external audit reports, providing advice to Council about
    significant issues identified, and monitoring the implementation of agreed
    actions.

Responsibilities of Members

13. Members of the Committee are expected to understand and observe the legal
requirements of the Australian National University Act 1991 and the Public Governance,
Performance and Accountability Act 2013.

14. Members are also expected to:

   • act in the interests of the University;

   • contribute the time needed to study and understand the papers provided; and

   • apply good analytical skills, objectivity and good judgment.

Reporting

15. The Committee will regularly, but at least once a year, report to the Council on its
operation and activities during the year. The report should include:

   • a summary of the work it performed to fully discharge its responsibilities during the
     preceding year;

   • a summary of the University’s progress in addressing the findings and
     recommendations made in internal and external reports;

   • an overall assessment of the University’s risk, control and compliance framework,
     including details of any significant emerging risks or legislative changes impacting
     the ANU; and
• details of meetings, including the number of meetings held during the relevant

16. The Committee may, at any time, report to the Council any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chair of the Council (Chancellor).

Administrative Arrangements

Meetings and Planning

17. The Committee will meet six times per year. A special meeting will be held to review the University’s annual financial statements.

18. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another Committee member, internal audit or the ANAO.

19. A forward meeting plan, including meeting dates, location and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all of its responsibilities, as detailed in this Charter.

20. The Chair is invited to attend at least one Council meeting per year.

21. The Chair will be regularly updated with the ANU audit and risk management activities and emerging issues by the Director, Corporate Governance & Risk Office.

Attendance at Meetings and Quorums

22. A quorum will consist of 50 per cent of Committee members who hold office for the time being.

23. Meetings can be held in person, by telephone or by videoconference.

24. The Director, Corporate Governance and Risk Office (as the officer accountable for internal audit) shall attend all meetings of the Committee unless requested by the Chair of the Committee not to attend a particular Committee meeting or participate in certain agenda items. The Committee may meet with the Director, Corporate Governance and Risk Office in camera and without other members of management in attendance.

25. The Vice-Chancellor, the Deputy Vice-Chancellors, the Pro Vice-Chancellors, the Executive Director (Administration & Planning), the Chief Finance Officer and representatives of the Australian National Audit Office may, subject to the Committee requesting otherwise, attend each meeting and contribute to its deliberations.

26. The Chair of the Committee may request any other ANU employee and/or external party to attend Committee meetings or participate in certain agenda items.

27. External Audit and Internal Audit are to be afforded the opportunity of meeting privately with Committee members only as required.
28. The Chair of the Council (Chancellor) may be invited to attend Committee meetings to participate in specific discussions or provide strategic briefings to the Committee.

Secretariat

29. The Corporate Governance and Risk Office will provide secretariat support to the Committee. The Corporate Governance and Risk Office will ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chair, at least 7 days before the meeting, and ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member, as appropriate.

Conflicts of Interest

30. Once a year Committee members shall provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. External members will be asked to consider past employment, consultancy arrangements and related party issues in making these declarations. Council will need to be satisfied that there are sufficient processes in place to manage any real or perceived conflict of interest.

31. Committee members shall declare any material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

Induction

32. The Corporate Governance and Risk Office, will maintain a program of induction, training and awareness-raising for Committee members, with the objective of enabling the Committee to keep abreast of contemporary developments and leading practice to assist them to meet their Committee responsibilities.

Assessment and Review

33. The Chair of the Committee shall initiate annually a review of the performance of the Committee, and this Charter, with appropriate input sought from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council. The review of performance shall be conducted on a self-assessment basis unless otherwise determined by the Council.

Approved by resolution of the ANU Council meeting of <date>.
Internal Audit and Management Initiated Review reporting protocols

Reviews conducted as part of the Annual Audit Plan

<table>
<thead>
<tr>
<th>Management report</th>
<th>Audit &amp; Risk Management Committee report</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Internal Audit distributes a draft Management Report to areas involved in the review to check the factual accuracy of the information on which the internal audit conclusions have been drawn. (Note: The Vice-Chancellor will be briefed immediately in the event a potential Extreme finding has been confirmed with the auditee representative)</td>
<td>(Note: Audit and Risk Management Committee chair advised of potential Extreme findings once this has been confirmed with the Vice-Chancellor)</td>
</tr>
<tr>
<td>2. Exit meeting between nominated auditee representative and Internal Audit to discuss and agree findings and recommendations.</td>
<td></td>
</tr>
<tr>
<td>3. Where the Draft Management Report includes Extreme, High or Moderate rated findings a detailed management action plan is required. This will be prepared by the responsible area for inclusion in the report and will include agreed due dates for management action. (In some cases, ‘management action plans’ will be management actions rather than only plans for action.)</td>
<td></td>
</tr>
<tr>
<td>4. Management Report sign-off by Director Corporate Governance and Risk Office, and ANU auditee representative(s).</td>
<td></td>
</tr>
<tr>
<td>5. Audit and Risk Management Committee report prepared comprising a synopsis of overall findings plus detailed findings, recommendations and management action plans in respect of confirmed Extreme, High or Moderate rated findings.</td>
<td></td>
</tr>
</tbody>
</table>

Reviews initiated by management

The Audit & Risk Management Committee will be informed of any internal audit activities which have been initiated by management. The Committee will not however receive a summary report unless:

- It requests a copy; and / or
- The review has identified Extreme, High or Moderate matters.
17. HONORARY DEGREES POLICY AND COMMITTEE CHARTER

PURPOSE
For Council to consider amendments to the Honorary Degrees Policy and a new Honorary Degrees Committee Charter, as recommended by the Honorary Degrees Committee.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council:
1. Note the recommendations of the Honorary Degrees Committee;
2. Approve the amendments to the Honorary Degrees Policy (861/2015); and
3. Approve the proposed Honorary Degrees Committee Charter (828/2015).

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☐

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

The amendments to the Honorary Degrees Policy as recommended by the Honorary Degrees Committee are not substantial, and so wider consultation has not occurred.

The new Charter for the Honorary Degrees Committee has been developed by the Corporate Governance and Risk Office, and has considered and endorsed by the Honorary Degrees Committee.

BACKGROUND
The Honorary Degrees Framework (of which the Honorary Degrees Policy forms part), was adopted by Council on 29 May 2015. Subsequent to this approval, the Honorary Degrees Committee has further considered the application of the policy and has identified the need for amendment.

The new Charter for the Honorary Degrees Committee represents an aspect of the implementation of a recommendation of the Walker Review of the Australian National University Act 1991 and ANU governance arrangements.

Recommendation 9: It is recommended that, in the case of Council committees:

- each committee's terms of reference should be easily located and formatted consistently
- short biographies of each committee member should be published on the web site
- an annual schedule of business should be developed that links the committee's terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year
- Council should consider annual reports from each Committee evaluating its effectiveness against its schedule of business and terms of reference.

PART 4 – OTHER MATTERS FOR DECISION
SUMMARY OF ISSUES

The current Honorary Degrees Policy provides that the use of the title “Dr” may be used under the following conditions:

<table>
<thead>
<tr>
<th>Honorary Award</th>
<th>Honorary Doctor of Science</th>
<th>Honorary Doctor of Letters</th>
<th>Honorary Doctor of Laws</th>
<th>Honorary Doctor of the University</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Use of Title</strong></td>
<td>Use of the title Dr is permitted when engaging in a public discourse which concerns the field or endeavour for which they were recognised in the conferral of the award; or when participating in any activity or event associated with the Australian National University.</td>
<td>Use of the title Dr is permitted when engaging in a public discourse which concerns the field or endeavour for which they were recognised in the conferral of the award; or when participating in any activity or event associated with the Australian National University.</td>
<td>Use of the title Dr is permitted when engaging in a public discourse which concerns the field or endeavour for which they were recognised in the conferral of the award; or when participating in any activity or event associated with the Australian National University.</td>
<td>Use of the title Dr is permitted when participating in any activity or event associated with the Australian National University.</td>
</tr>
</tbody>
</table>

Based on experiences at other Australian universities, the Honorary Degrees Committee has taken the view that the current conditions are too broad, and expose the University to the risk that a recipient inappropriately uses the title of “Dr” when engaging in public discourse, misleading the public as to their true area of expertise.

Consequently the Committee recommends that the policy be amended to only allow ANU honorary degree recipient to use the associated title of “Dr” when participating in any activity or event associated with the University. If approved, the standard letters of the University that are sent to recipients of honorary degrees will be amended to communicate this expectation.

Regarding the new charter for the Honorary Degrees Committee, the Corporate Governance and Risk Office is developing a standard set of Charters for all Committees of Council, to ensure consistency of approach and arrangements between all, while allowing for flexibility given the specific focus of each Committee.

The proposed charter for the Honorary Degrees Committee seeks to consolidate into a single document an articulation of the following matters in respect of the Committee:

- Objectives and functions
- Authority
- Composition
- Responsibilities
- Reporting
- Procedures
- Secretariat and other administrative arrangements

The charter is consistent with the Honorary Degree Rules 2015, which Council approved at its 29 May 2015 meeting.

This Charter implements all of Professor Walker’s recommendations that can be implemented before the commencement of a new Australian National University Act. The Charter will come into effect during the transitional period, before the new Act commences, and may require further modification once the final form of the new Australian National University Act is known.

PART 4 – OTHER MATTERS FOR DECISION
ATTACHMENTS
17.1 Amended Honorary Degrees Policy (861/2015)
17.2 Honorary Degrees Committee Charter (828/2015)

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

An internal communication will not be released. However the policy will be posted to the Council and Council Committee webpages and the University’s Policy Library (website), consistent with standard practice. The Charter will be posted to the Honorary Degrees Committee webpage, consistent with standard practice.
Policy: Honorary degrees

Purpose

To outline the standards which underpin the awarding of honorary degrees at ANU.

Overview

This policy sets out principles that underpin the awarding of honorary degrees to highly eminent individuals in recognition for their significant contributions to the work, reputation or standing of the University; for their outstanding achievement as a scholar; or for their outstanding contributions in the service of society.

Scope

This policy is to apply to all nominations and awards of honorary awards under the Honorary Degree Rules 2015.

Policy statement

1. The University confers four kinds of honorary doctorate:

<table>
<thead>
<tr>
<th>Honorary Award</th>
<th>Honorary Doctor of Science</th>
<th>Honorary Doctor of Letters</th>
<th>Honorary Doctor of Laws</th>
<th>Honorary Doctor of the University</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postnominals</td>
<td>HonDSc</td>
<td>HonLittD</td>
<td>HonLLD</td>
<td>HonDUniv</td>
</tr>
<tr>
<td>Eligibility</td>
<td>Highly eminent individuals who have made an exceptional contributions to science that is recognised internationally</td>
<td>Highly eminent individuals who have made an exceptional contributions to a disciplinary or interdisciplinary field or endeavour, including legal learning but excluding science that is recognised internationally</td>
<td>Highly eminent individuals who have made an exceptional contributions in public service or the practice of law that is recognised nationally or internationally</td>
<td>Highly eminent individuals who have made an exceptional contributions to the work, standing or reputation of the University that is recognised nationally or internationally</td>
</tr>
<tr>
<td>Conferral term</td>
<td>Title is retained for life</td>
<td>Title is retained for life</td>
<td>Title is retained for life</td>
<td>Title is retained for life</td>
</tr>
</tbody>
</table>

Use of title

2. Use of the title “Dr”, associated with an honorary degree of the University, is only permitted when participating in an activity or event associated with the University.
Limitations on eligibility

3. An Honorary Doctor of Science is to be awarded only with regards to the disciplinary fields of science, technology, engineering or mathematics.

4. In rare cases, the University may award an honorary degree to a serving politician or public servant.

Conferral

5. An honorary degree is not conferred in absentia.

6. An honorary degree is conferred posthumously if the secretary of the Honorary Degrees Committee had received the relevant proposal before the death of the nominee.
Honorary Degrees Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Honorary Degrees Committee (the Committee) under the *Honorary Degrees Rules 2015*.

2. This Charter sets out the Honorary Degrees Committee’s objective, authority, composition and tenure, roles and responsibilities (as well as the responsibilities of the individual members), and reporting and administrative arrangements.

Objective

3. The objective of the Committee is to provide advice and make recommendations to the Council on proposals for the awarding of an honorary degree by the University.

4. The Committee is not responsible for the executive management of this function. It will engage with management in a constructive and professional manner in discharging its responsibilities and formulating its advice to the Council.

Authority

5. The Council authorises the Committee, within the scope of its role and responsibilities, to:

   • obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
   • discuss any matters with external parties (subject to confidentiality considerations); and
   • request the attendance of any ANU employee, or Council member at Committee meetings.

Composition and Tenure

6. Appointments to the Committee shall occur in accordance with the Honorary Degrees Rules 2015.

7. The Committee will consist of:

   • ex officio, the Chancellor, as Chair;
   • ex officio, the Pro-Chancellor;
   • ex officio, the Vice-Chancellor;
   • ex officio, the Deputy Vice-Chancellors;
   • 3 members of the Council appointed by the Council, none of whom is:
     o the Chancellor or Pro-Chancellor;
o a member of the staff of the University; or
o a student of the University

- 1 member of the academic staff drawn from the ANU College of Engineering and Computer Science, the ANU College of Medicine, Biology and Environment, or the ANU College of Physical and Mathematical Sciences

- 1 member of the academic staff drawn from the ANU College of Arts and Social Sciences, the ANU College of Asia and the Pacific, the ANU College of Business and Economics, or the ANU College of Law

- either the President of the Australian National University Postgraduate and Research Students’ Association Inc. or the President of the Australian National University Students’ Association Inc., appointed by the Vice-Chancellor after consultation with both Presidents.

8. The Vice-Chancellor may appoint a member of the Council, being a person who is not:
   - already a member of the Committee; or
   - a member of the staff of the University; or
   - a student at the University;
     as an alternate member of the Committee for the purposes of a meeting where the Chancellor, Pro-Chancellor, Vice-Chancellor or the 3 members of Council are unable to attend.

9. The Vice-Chancellor may appoint a Pro Vice-Chancellor as an alternate member of the Committee for the purposes of a meeting where a Deputy Vice-Chancellor is unable to attend.

10. The Vice-Chancellor may appoint a person who would be eligible in the relevant category as an alternate member of the Committee for the purposes of a meeting where a member who is a member of the academic staff or a student is unable to attend.

11. In the absence of the Chancellor at a meeting, the Pro-Chancellor or, in the absence of the Pro-Chancellor, a member of the Committee elected by the Committee, shall act as Chair for the meeting.

12. The Council and the Vice-Chancellor shall have regard for the University’s objectives on gender equity in filling positions on the Committee.

13. Members shall be appointed for an initial period of up to two years after which they will be eligible for re-appointment. Terms of appointment to the Committee are to provide for both continuity of membership and a refreshed perspective.
Roles and Responsibilities

14. The Committee has no executive powers, unless explicitly delegated to it by the Council.

15. The Committee is directly responsible and accountable to the Council for the exercise of its responsibilities. In carrying out its responsibilities, it must at all times recognise that primary responsibility for management of the ANU rests with the Vice-Chancellor.

16. The responsibilities of the Committee may from time to time be revised or expanded in consultation with, or as requested by, the Council.

17. The Committee’s responsibilities are to provide advice and make recommendations to the Council:
   a. on proposals for the awarding of an honorary degree by the University;
   b. on the criteria and procedural arrangements for the awarding of honorary degrees by the University; and
   c. on the revocation of the awarding of an honorary degree, consistent with University procedures.

Responsibilities of Members

18. Members of the Committee are expected to understand and observe the legal requirements of the *Australian National University Act 1991*, the *Public Governance, Performance and Accountability Act 2013* and the *Honorary Degrees Rules 2014*.

19. Members are also expected to:
   - act in the interests of the ANU;
   - contribute the time needed to study and understand the papers provided;
   - apply good analytical skills, objectivity and good judgment; and
   - express opinions constructively and openly, ask questions that relate to the Committee’s responsibilities and pursue independent lines of enquiry.

Reporting

20. The Committee shall regularly, but at least once a year, report to the Council on its operation and activities during the year. The report should include:
   - a summary of the work it performed to fully discharge its responsibilities during the preceding year;
• details of meetings, including the number of meetings held during the relevant period, and the number of meetings each member attended.

21. The Committee may, at any time, report to the Council any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chancellor.

Administrative Arrangements

Meetings and Planning

22. The Committee shall ordinarily meet at least three times per year on dates determined by the Committee, subject to there being honorary degree proposals to consider.

23. A proposal for the award of an honorary degree must be considered highly confidential until the Council resolves to admit the person concerned to the degree. If the Committee decides not to accept a proposal, the Committee Secretary must inform the proposers accordingly.

24. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another Committee member.

25. A forward meeting plan of meeting dates and locations shall be agreed by the Committee each year.

Attendance at Meetings and Quorums

26. A quorum shall consist of 6 members of the Committee.

27. A member (or alternate) may vote on a resolution at a meeting of the Committee by email or in writing, if notice of the resolution is given, and the member (or alternate) submits their vote to the Committee Secretary before the commencement of the meeting.

28. Meetings can be held in person, by telephone or by videoconference.

29. Meetings of the Committee are closed and confidential, and attendance at meetings by non-Committee members, including members of the Council, are only by invitation from the Chair.

Secretariat

30. The Corporate Governance and Risk Office will provide secretariat support to the Committee.
31. The Corporate Governance and Risk Office will be responsible for the presentation of proposals for honorary degrees to the Committee.

32. The Corporate Governance and Risk Office will ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chair, at least 10 days before the meeting.

33. The Corporate Governance and Risk Office will ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member, as appropriate.

Conflicts of Interest

34. Upon joining the Committee and then once a year thereafter, Committee members shall provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. External members will be asked to consider past employment, consultancy arrangements and related issues in making these declarations. Council will need to be satisfied that there are sufficient processes in place to manage any real or perceived conflict.

35. Committee members shall declare any material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

36. Where members at Committee meetings are deemed to have a real, or perceived, conflict of interest it may be appropriate that they are excused from deliberations on the issue where a conflict of interest exists.

Induction

37. The Corporate Governance and Risk Office, will maintain a program of induction, training and awareness-raising for Committee members, with the objective of enabling the Committee to keep abreast of contemporary developments and leading practices to assist them to meet their Committee responsibilities.

Assessment Arrangements

38. The Chair of the Committee, shall initiate a review of the performance of the Committee biennially. The review shall be conducted on a self-assessment basis (unless otherwise determined by the Council) with appropriate input sought
from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council.

Review of Charter

39. **As part of the biennial review of performance**, At least once every two years the Committee shall review this Charter. This review will include consultation with the Council.

40. Any substantive changes to the Charter shall be recommended by the Committee and formally approved by the Council.

*Approved in accordance with a resolution of the ANU Council meeting of <date>.*
C18. Confidential to Council Members
19. STUDENT SERVICES AND AMENITIES FEE – STUDENT CONSULTATION PROCESS

PURPOSE
To seek Council’s approval of a process for consulting students on the expenditure of Student Services and Amenities Fee (SSAF) funds, in accordance with requirements contained in the Higher Education Legislation Amendment (Student Services and Amenities) Act 2011.

PREPARED BY
Pro-Vice-Chancellor, Student Experience

REVIEWED BY
Deputy Vice-Chancellor (Academic)

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve a process for consulting students on the expenditure of Student Services and Amenities Fee (SSAF) funds, in accordance with requirements contained in the Higher Education Legislation Amendment (Student Services and Amenities) Act 2011 (837/2015).

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☐

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

This proposal outlines a process for consultation to occur in relation to the expenditure of SSAF funds.

BACKGROUND

The Higher Education Legislation Amendment (Student Services and Amenities) Act 2011 (the Act) allows universities to charge students a fee to support the provision of amenities and services to students that are not of an academic nature. This fee, known as the Student Services Amenities Fee or SSAF, may be spent on items such as sporting and recreational activities, employment and career advice, child care, financial and legal advice and food services.

The Student Services, Amenities, Representation and Advocacy Guidelines (the Guidelines) govern the administration of SSAF revenue. These Guidelines were revised in March 2014 and Item 3.2.5 of the revised Guidelines requires that:

In relation to decisions regarding the specific uses of the proceeds from any compulsory SSAF, HEPs [Higher Education Providers] must establish and maintain a clearly defined and effective process, by which students enrolled at the HEP are consulted, that is reviewed and approved annually by the governing body of the HEP.

Council’s approval of the proposed consultation process, as recommended by the Deputy Vice-Chancellor (Academic), is now sought.

Item 3.2.2 of the previous version of the Guidelines required HEPs to ‘… publish the details of the mechanisms approved by the governing body of the HEP by which enrolled students are consulted and able to participate in the decision making processes of the HEP.’

At its meeting of 2 December 2011, Council was advised by the Vice-Chancellor that consultations were being undertaken with student organisations as required by the legislation.
The Guidelines were reviewed in 2013 and the requirement for a consultation process with students, approved annually by the HEP’s governing body, was included following that review. Advice from the Department of Education indicates that the Guidelines were amended with the overall intention of ensuring that they operate in ‘a manner that is clear in intent and purpose, transparent in process; visible; and consultative.’

Since the passage of the Act in 2011 the University has undertaken extensive annual negotiations with the four student associations (the ANU Students’ Association, the Postgraduate and Research Students’ Association, the ANU Sport and Recreation Association and ANU Student Media) on their budgets and expenditure on services and works which benefit all students. Draft expenditure is posted annually on the University’s website and all students are invited by e-mail to comment on the draft before funding is finalised. The University considers that it has established a sound process of consultation which gives all students an opportunity to express their views on how SSAF revenue should be expended.

**SUMMARY OF ISSUES**

The University’s new funding agreements with the student associations set out a timeline and process for consulting students on the use of the proceeds raised from compulsory SSAF at ANU. This is as follows:

<table>
<thead>
<tr>
<th>Indicative Date</th>
<th>Event</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 October</td>
<td>Notice of meeting given; call for agenda items</td>
<td>EO</td>
</tr>
<tr>
<td>14 October</td>
<td>Student Associations submit budgets in Alliance</td>
<td>Student associations</td>
</tr>
<tr>
<td>15 October</td>
<td>Agenda for 22 October meeting available in Alliance</td>
<td>EO</td>
</tr>
<tr>
<td>22 October</td>
<td>Meeting with all associations - 4 hour meeting time to be scheduled. Each association required to give a 20-30 minute presentation with 30 minute Q&amp;A. Items taken on notice included as part of 29 October meeting.</td>
<td>PVCSE/Associations</td>
</tr>
<tr>
<td>22 October</td>
<td>Agenda for 29 October meeting available in Alliance</td>
<td>EO</td>
</tr>
<tr>
<td>29 October</td>
<td>Meeting with all associations - 1 hour meeting time to be scheduled. Each association required to report back on items taken on notice and present any adjustments made at the request of the Student Associations Committee.</td>
<td>PVCSE/Associations</td>
</tr>
<tr>
<td>29 October – 4 November</td>
<td>One on one discussions with associations</td>
<td>PVCSE/Associations</td>
</tr>
<tr>
<td>6 November</td>
<td>Associations advised of draft allocations</td>
<td>PVCSE/Associations</td>
</tr>
<tr>
<td>9 November</td>
<td>Students invited to comment on draft allocations</td>
<td>EO/DSA</td>
</tr>
<tr>
<td>7 December</td>
<td>Closing date for student comments</td>
<td></td>
</tr>
<tr>
<td>11 December</td>
<td>Associations respond to comment</td>
<td>Associations</td>
</tr>
<tr>
<td>15 December</td>
<td>Allocations approved by delegate</td>
<td>EO/PVCSE/DVCA</td>
</tr>
</tbody>
</table>

**COMMUNICATION**

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

The timeline and process for consulting students will be communicated to the student associations following Council approval.
20. RESEARCH SCHOOL OF FINANCE, ACTUARIAL STUDIES AND APPLIED STATISTICS – CHANGE OF SCHOOL NAME

PURPOSE
To change the name of the Research School of Finance, Actuarial Studies and Applied Statistics to the Research School of Finance, Actuarial Studies and Statistics (i.e. remove “Applied”).

PREPARED BY
Professor Steven Roberts, Director Research School of Finance, Actuarial Studies and Applied Statistics

REVIEWED BY
Professor Ross Maller, Professor Michael Martin and Professor Rabee Tourky, Director of the Research School of Economics.

APPROVED BY
Professor Shirley Leitch, Dean, CBE

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approves the renaming of the Research School of Finance, Actuarial Studies and Applied Statistics to the Research School of Finance, Actuarial Studies and Statistics (829/2015).

ACTION REQUIRED
For discussion ☐  For decision ☑  For information ☐

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

Consultation has taken place with all staff in the Research School of Finance, Actuarial Studies and Applied Statistics. In addition, the CBE Executive and the Dean of CBE have endorsed the change. The Vice-Chancellor supports the change.

BACKGROUND
Removing “Applied” from the name Research School of Finance, Actuarial Studies and Applied Statistics (RSFAS) better reflects the research interests, educational offerings and strategic goals of the School. The School’s research interests and educational offerings include probability theory, mathematical statistics, statistical methodology, and stochastic processes in addition to applied statistics. Thus, the current name inherently limits the public profile of the School both unnecessarily and to the detriment of those working in more theoretical areas of statistics and probability and in terms of attracting excellent students, staff and visitors to the School. The new name effectively signals that the School embraces all aspects of the statistics discipline in its teaching and learning, research and outreach activities, and the revised name extends our remit beyond just the applied domain of statistics.

SUMMARY OF ISSUES
No significant issues, risks or negative consequences from the proposed change of name have been identified.

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

The following text is proposed to be included in the “Council News” update released to staff and students through the On Campus e-newsletter and the Council website:

PART 4 – OTHER MATTERS FOR DECISION
Research School of Finance, Actuarial Studies and Statistics
Council has approved the renaming of the Research School of Finance, Actuarial Studies and Applied Statistics to the Research School of Finance, Actuarial Studies and Statistics. The name change removes the word “Applied” from the school’s name to reflect the research interests, educational offerings and strategic goals of the School in probability theory, mathematical statistics, statistical methodology, and stochastic processes in addition to applied statistics.
PART 5 – OTHER MATTERS FOR NOTING

21. 2016 COUNCIL AGENDA

PURPOSE
To consider the proposed 2016 meeting dates and key business items together with the acquittal of governance responsibilities for the year ahead.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council:
 approve the proposed dates and key business items for 2016; and
 endorse the acquittal of governance responsibilities for 2016 (838/2015).

ACTION REQUIRED
For decision ☑

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

BACKGROUND
Each year Council is asked to approve the proposed meeting dates and program of key business items for reporting and discussion.

In December 2014, Emeritus Professor Sally Walker presented her report on the Australian National University Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

The Walker Review, which was released publicly by the Minister for Education and Training on 24 June 2015, made the following suggestion:

We suggest that … the responsibilities referred to in paragraph 4.1 … should be mapped against … [the rolling agenda program for Council meetings] to ensure that the responsibilities of Council are covered.

SUMMARY OF ISSUES
The proposed Council meeting dates for 2016 are:
 18 and 19 February 2016 (ANU House, Melbourne)
 1 April 2016 (noting a slight adjustment to the usual timing due to Easter)
 27 May 2016
 22 July 2016
 30 September 2016
 2 December 2016

For 2016, the following strategic discussion topics are proposed:
- ANU by 2025 (Council Planning Day)
- Strategic marketing, reputation and brand awareness
- International student diversity
- Excellence in education
- Public policy
- Excellence in research

In addition, site visits which complement the strategic discussion topics are proposed, as follows:

- School of Art/School of Music
- ANU College of Business & Economics
- Language laboratories
- College public policy briefings (hosted at Crawford School of Public Policy)
- Mt Stromlo

Being mindful of Professor Walker’s suggestion, the Corporate Governance and Risk Office has prepared the attached ‘2016 Council Acquittal of Governance Responsibilities’, which seeks to demonstrate that the proposed key business items for 2016 meet Council’s responsibilities as the governing authority of the University.

The acquittal maps the Council’s activities against the following framework:

- 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
  - Ensure the effective operation of Council including the induction and professional development of Council members and the evaluation of the performance of Council and its committees

- 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

ATTACHMENTS

21.1 2016 Summary of Council Key Business Items.

COMMUNICATION

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

2016 Council meeting dates will be posted to the Council webpage on the University’s website.
<table>
<thead>
<tr>
<th>Council meeting date</th>
<th>Key business items</th>
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</table>
| 18 and 19 February 2016, ANU House Melbourne | • Vice-Chancellor’s report (including organisational health report and update on safety initiatives)  
• Remuneration Committee annual report  
• Annual Council self-evaluation report and discussion  
• New ANU Act progress report  
• Academic Board annual report 2015  
• Directorships and other interests - Annual disclosures  
• Council membership – Noting nominations to the Minister  
• Student admissions report  
• Honorary degrees nominations  
• ANU Emeritus Faculty annual report 2015  
• Prizes and scholarships approvals 2015  
• Finance Committee – Executive Summary  
• Audit and Risk Management Committee – Executive Summary  

**Evening event:**  
Drinks with Melbourne business and philanthropic community (18 February)  

**Planning day:**  
ANU by 2025, include strategic discussion on philanthropy  

| 1 April 2016 | • Vice-Chancellor’s report (including organisational health report and update on safety initiatives)  
• ANU by 2025 – Progress update  
• Annual Financial Statements, including subsidiaries and ANAO Audit Clearance Statement  
• Annual report of Audit and Risk Management Committee activities and acquittal of Internal Audit Charter responsibilities  
• ANU annual report 2015  
• ANU by 2020 – report on 2015 outcomes  
• Union Court redevelopment – Full investment and financing structure proposal  
• Health and medical sciences review – implementation update  
• New ANU Act progress report  
• Student enrolments update  
• Council Committee membership – ARMC, FC and HDC (expiries 1 July)  
• Academic Board report  
• Emeritus Professors and Emeritus Fellows appointments report  
• Finance Committee – Executive Summary  
• Audit and Risk Management Committee – Executive Summary  

**Strategic topic:**  
Strategic marketing, reputation and brand awareness  

**Site visit:**  
School of Art/School of Music  

<p>| 27 May 2016 | • Vice-Chancellor’s report (including organisational health report and update on safety initiatives) |</p>
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<th>Council meeting date</th>
<th>Key business items</th>
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|                      | • ANU by 2025 – Final approval  
|                      | • National Institutes Grant report to the Minister  
|                      | • Projected 2016 Financial Results and KPIs  
|                      | • University Research Plan 2015 and Research Operational Plan 2015 – Update report  
|                      | • Subsidiaries quarterly performance reports  
|                      | • Administrative reform update  
|                      | • Report on research grant applications 2016  
|                      | • New ANU Act progress report  
|                      | • Student enrolments update  
|                      | • Melbourne engagement strategy annual report  
|                      | • Honorary degrees nominations  
|                      | • Academic Board report  
|                      | • Finance Committee – Executive Summary  
|                      | • Audit and Risk Management Committee – Executive Summary |

**Strategic topic:**  
International student diversity

**Site visit:**  
ANU College of Business & Economics

| 22 July 2016 | • Vice-Chancellor’s report (including organisational health report and update on safety initiatives)  
|             | • Education Portfolio Operational Plan 2014 – Update report  
|             | • Performance and Development Process progress report  
|             | • Strategic Capital Management Framework progress report  
|             | • Investment Management Model (Domestic Equities) progress report  
|             | • Student accommodation development (SA5) update  
|             | • Academic capital projects report  
|             | • Work Health & Safety performance report  
|             | • Standard & Poor’s Rating of the ANU  
|             | • Campus Planning Committee half-yearly report  
|             | • Ethics Committees annual report 2015  
|             | • ANU Coursework Fee Setting for 2017 and 2018  
|             | • ANU Higher Degrees by Research Fee Setting for 2017 and 2018  
|             | • ANU Coursework Fee Setting for 2017 – Courses delivered by ANU College  
|             | • Legislation – Consequential amendments flowing from new ANU Act  
|             | • Academic Board report  
|             | • Finance Committee – Executive Summary  
|             | • Audit and Risk Management Committee – Executive Summary |

**Strategic topic:**  
Excellence in education

**Site visit:**  
Language laboratories

| 30 September 2016 | • Vice-Chancellor’s report (including organisational health report and update on safety initiatives)  
|                  | • 2016 Consolidated University financial projections  
<p>|                  | • 2017 Recurrent (allocation) budget |</p>
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<tr>
<th>Council meeting date</th>
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<td>• 2017 Consolidated University budget</td>
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<td>• 2017 Subsidiaries budget</td>
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<td>• Entity-wide Risk Management Framework, profile and strategic risk appetite statements – annual update</td>
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<td>• Union Court Redevelopment – Progress report</td>
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<td>• Capital Building Financial summary report</td>
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<td>• Student enrolments report</td>
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<td>• Residential Fee Setting for 2018</td>
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<td>• Legislation – Consequential amendments flowing from new ANU Act, if required</td>
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<td>• Honorary degrees nominations</td>
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<td>• NHMRC grant applications report</td>
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<td>• Student enrolments report</td>
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<td>• Endowment for Excellence annual report to donors</td>
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<td>• Workplace Gender Equality Agency annual report</td>
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<td>• 2017 Council meeting dates, strategic topics and site visits</td>
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<td>• Academic Board report</td>
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<td>• Finance Committee – Executive Summary</td>
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<td>• Audit and Risk Management Committee – Executive Summary</td>
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**Strategic topic:**
Public policy

**Site visit:**
College public policy briefings (hosted at Crawford School of Public Policy)

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<th>2 December 2016</th>
<th>Key business items</th>
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<td>• Vice-Chancellor’s report (including organisational health report and update on safety initiatives)</td>
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<td>• Alumni relations and philanthropy strategy update</td>
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<td>• ANU brand awareness update</td>
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<td>• International rankings reports and strategic implications for ANU - update</td>
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<td>• Council Committee annual reports 2015, including charter reviews and performance reports (as appropriate)</td>
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<td>• Statement of Compliance - ANU Act, PGPA Act, Voluntary Code of Best Practice in University Governance and TEQSA Threshold Standards (Corporate &amp; Academic Governance)</td>
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<td>• Annual Audit Work Plan 2017</td>
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<td>• Administrative reform update</td>
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<td>• Academic Board report</td>
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<td>• Audit and Risk Management Committee – Executive Summary</td>
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<td>• 2016 Control self-assessment report</td>
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<td>• Privacy report</td>
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<td>• Public interest disclosure report</td>
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<td>• Freedom of information report</td>
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**Strategic topic:**
Excellence in research

**Site visit:**
Mt Stromlo
2017 Council meeting dates:
  Thursday 16 and Friday 17 February 2017
  Friday 31 March 2017
  Friday 26 May 2017
  Friday 21 July 2017
  Friday 29 September 2017
  Friday 1 December 2017
## ANU COUNCIL
### 2016 ACQUITTAL OF GOVERNANCE RESPONSIBILITIES

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<tr>
<td>Strategic Oversight</td>
<td>1.</td>
<td>Approving the mission and strategic direction of the University</td>
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<td>ANU by 2025 – progress reports and approval</td>
<td>Vice-Chancellor</td>
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<td>1.2</td>
<td>Strategic planning day: ANU by 2025, including discussion on philanthropy</td>
<td>Vice-Chancellor</td>
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<td>Strategic Topic: Strategic marketing, reputation and brand awareness</td>
<td>Pro Vice-Chancellor (International &amp; Outreach)</td>
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<td>Strategic Topic: International student diversity</td>
<td>Pro Vice-Chancellor (International &amp; Outreach)</td>
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<td>Strategic Topic: Excellence in education</td>
<td>Deputy Vice-Chancellor (Academic)</td>
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<td>Strategic Topic: Public policy</td>
<td>Vice-Chancellor</td>
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<td>1.7</td>
<td>Strategic Topic: Excellence in research</td>
<td>Deputy Vice-Chancellor (Research)</td>
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2. Ensuring that the vision and goals are turned into effective management systems
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<td>2.1</td>
<td></td>
<td>Performance and Development Process progress report</td>
<td>Vice-Chancellor</td>
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<td>2.2</td>
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<td>Strategic Capital Management Framework progress report</td>
<td>Executive Director, Administration &amp; Planning</td>
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<td>Administrative reform update</td>
<td>Executive Director, Administration &amp; Planning</td>
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<td>Alumni relations and philanthropy strategy update</td>
<td>Vice-Chancellor</td>
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<td>ANU brand awareness update</td>
<td>Pro Vice-Chancellor (International &amp; Outreach)</td>
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<td>2.6</td>
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<td>Melbourne engagement strategy annual report</td>
<td>Chancellor</td>
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3. Monitoring the implementation of the strategic plan

<p>| 3.1      |     | ANU by 2020 – report on 2015 outcomes                              | Vice-Chancellor                                   |     |     | X   |     |     |     |
| 3.2      |     | University Research Plan 2015 and Research Operational Plan 2015 – Update report | Deputy Vice-Chancellor (Research)                 |     |     |     |     | X   |     |
| 3.3      |     | Education Portfolio Operational Plan 2014 – Update report          | Deputy Vice-Chancellor (Academic)                 |     |     |     |     | X   |     |</p>
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<tr>
<td>4. Ensure the effective operation of Council including the induction and professional development of Council members and the evaluation of the performance of Council and its committees</td>
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<td>4.1 Annual Council self-evaluation report and discussion</td>
<td>4.1</td>
<td>Chancellor</td>
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<td>4.2 Council Committee annual reports 2015, including Charter reviews and performance reports (as appropriate)</td>
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<td>Chancellor</td>
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<td>4.3 Directorships and other interests - Annual disclosures</td>
<td>4.3</td>
<td>Chancellor</td>
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<td>4.4 Council membership – Noting nominations to the Minister</td>
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<td>Chancellor</td>
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<td>4.5 Council Committee membership – ARMC, FC and HDC (expiries 1 July)</td>
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<td>Chancellor</td>
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<td>4.6 Campus Planning Committee half-yearly report</td>
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<td>Chancellor</td>
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<td>4.7 New ANU Act progress report</td>
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<td>Chancellor</td>
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<td>4.8 2017 Council meeting dates, strategic topics and site visits</td>
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<td>Chancellor</td>
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<tr>
<td>Ensuring effective overall management</td>
<td>5.1</td>
<td>Remuneration Committee annual report (including Vice-Chancellor’s terms and conditions of appointment and annual performance review)</td>
<td>Chancellor</td>
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<td>6. Overseeing and reviewing overall management performance</td>
<td>6.1</td>
<td>• Vice-Chancellor’s Report Vice-Chancellor’s report (including organisational health report, update on safety initiatives and Federal Budget report)</td>
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<td>6.2</td>
<td>Projected 2016 Financial Results and KPIs</td>
<td>Vice-Chancellor</td>
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<td>6.3</td>
<td>2016 Consolidated University Financial Projections</td>
<td>Chief Financial Officer</td>
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<td>6.4</td>
<td>International rankings reports and strategic implications for ANU - update</td>
<td>Vice-Chancellor</td>
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<td>Investment Management Model (Domestic Equities) progress report</td>
<td>Chief Financial Officer</td>
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<td>6.6</td>
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<td>Union Court redevelopment</td>
<td>Executive Director, Administration &amp; Planning</td>
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<td>Student accommodation development (SA5) update</td>
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<td>Subsidiaries quarterly performance reports</td>
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<td>Endowment for Excellence annual report to donors</td>
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**7. Monitoring the academic activities and performance of the University**

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<td>Academic Board Annual Report and periodic reports</td>
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<td>Vice-Chancellor</td>
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<td>ARC and NHMRC grant applications report</td>
<td>Deputy Vice-Chancellor (Research)</td>
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<td>Ethics Committees annual report 2015</td>
<td>Deputy Vice-Chancellor (Research)</td>
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<td>Health and medical sciences review – implementation update</td>
<td>Deputy Vice-Chancellor (Research)</td>
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<td>Emeritus Professors and Emeritus Fellows appointments report</td>
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<td>Prizes and Scholarships Approvals 2014</td>
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<td>ANU Coursework Fee Setting for 2017 and 2018</td>
<td>Deputy Vice-Chancellor (Academic)</td>
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<td>ANU Coursework Fee Setting for 2017 – Courses delivered by ANU College</td>
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<td>Capital Building Financial summary report</td>
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9. Approving and monitoring systems of control and accountability

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<td>Annual Financial Statements, including subsidiaries and ANAO Audit Clearance Statement</td>
<td>Chief Financial Officer</td>
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<td>Annual report of Audit and Risk Management Committee activities and acquittal of Internal Audit Charter responsibilities</td>
<td>Chair, Audit &amp; Risk Management Committee</td>
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<td>Vice-Chancellor</td>
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<td>Finance Committee – Executive Summary reports</td>
<td>Chair, Finance Committee</td>
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<td>Chair, Audit &amp; Risk Management Committee</td>
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<td>10.3 Audit and Risk Management Committee – Executive Summary reports</td>
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<td>11. Ensuring the University’s compliance with legal requirements</td>
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<td>Statement of Compliance - ANU Act, PGPA Act, Voluntary Code of Best Practice in University Governance and TEQSA Threshold Standards (Corporate &amp; Academic Governance)</td>
<td>Chancellor</td>
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<td>Legislation – Consequential amendments flowing from new ANU Act</td>
<td>Director, Corporate Governance and Risk Office</td>
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<td>Work Health and Safety Performance report</td>
<td>Executive Director, Administration &amp; Planning</td>
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<td>Workplace Gender Equality Agency annual report</td>
<td>Director, Human Resources</td>
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<td>Vice-Chancellor</td>
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<td>Freedom of information report</td>
<td>Freedom of Information Coordinator</td>
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22. COUNCIL SELF EVALUATION - 2015 UPDATE

PURPOSE
To update the Council on the intended process for the 2015 Council Self-Evaluation

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☑

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

In her briefing to Council, at its 2015 planning day in February, Professor Walker raised the issue of the conduct of Council’s annual self-evaluation. Council has since considered available options for the conduct of its annual review.

BACKGROUND
In December 2014, Emeritus Professor Sally Walker presented her report on the Australian National University Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its response to the recommendations.

On the subject of evaluation of its own performance, Professor Walker recommended:

Recommendation 26: It is recommended that, in addition to the current biennial discussions with Council members, Council should address the question of its collective effectiveness annually.

In response, Council agreed that the Chancellor’s current practice of engaging in one-on-one consultations with Council members should continue and be undertaken on an annual basis. Further, Council determined there was merit in a future consideration of having an external reviewer, on a three yearly basis, to assess Council governance, in a manner not dissimilar to the recent review by Emeritus Professor Sally Walker. It was agreed that such a process may bring opportunities to strengthen what is already sound governance.

SUMMARY OF ISSUES
For the 2015 self-evaluation, the Chancellor proposes to undertake one-on-one consultations with each member of the Council over the period December 2015 – January 2016, and to provide a report to Council on those discussions. It is proposed that the report will be presented at the February 2016 Council meeting, with an opportunity at that time for Council to address the question of its collective effectiveness.

COMMUNICATION
For public release ☐  For internal release ☐  Not for release ☑
C23 - 24  Confidential to Council Members
25. FINANCE COMMITTEE MEMBERSHIP

PURPOSE
To inform Council of changes to the membership of Finance Committee.

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chair, Finance Committee

SPONSOR
Chair, Finance Committee

RECOMMENDATION
That Council note the changes to the membership of Finance Committee and the proposed actions; and record its appreciation and thanks to Ms Siobhan McKenna for her service on the Finance Committee (840/2015).

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☑

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

BACKGROUND
The current membership of the Finance Committee comprises of:

<table>
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<tr>
<th>Position</th>
<th>Name</th>
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<tr>
<td>Chair</td>
<td>Mr Graeme Samuel AC</td>
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<tr>
<td>Vice-Chancellor</td>
<td>Professor Ian Young AO</td>
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<tr>
<td>Pro-Chancellor</td>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Chair, Audit and Risk Management Committee</td>
<td>Mr Geoff Knuckey</td>
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<tr>
<td>Three other Council members</td>
<td>Dr Doug McTaggart</td>
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<td>Mr David Miles AM</td>
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<td>Ms Naomi Flutter</td>
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<td>Up to five other members, who have appropriate expertise, at least four of whom are neither students nor employees of the University</td>
<td>Mr Keith Lyon</td>
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<td>Ms Susan Bitter</td>
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<td>Mr Darren Keogh</td>
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<td>Dr Geoff Warren – pending appointment</td>
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<td>Vacancy</td>
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SUMMARY OF ISSUES
Ms Siobhan McKenna has been a member of the Finance Committee since July 2013. She was recently re-appointed to the Committee for a further 2 year terms, until July 2017. Ms McKenna has indicated that she regrettfully needs to resign from the Finance Committee due to family commitments.
The Chair of the Finance Committee, in consultation with the Chancellor and Vice-Chancellor, will identify a suitable replacement member for Ms McKenna at the appropriate time, and a recommendation will be brought to Council for approval at a future meeting.

At its July meeting, Council resolved to invite Dr Geoff Warren to join the Finance Committee, following the dis-establishment of the Investment Advisory Committee. Dr Warren has accepted the invitation to join the Committee. His Committee member induction will occur on 22 September and he has confirmed his availability for the next meeting of the Finance Committee in November 2015.

COMMUNICATION

For public release ☐ For internal release ☐ Not for release ☑
26. IMPLEMENTATION OF WALKER REVIEW RECOMMENDATIONS – UPDATE REPORT

PURPOSE To brief Council on progress towards implementation of the recommendations of the Walker Review.

PREPARED BY Manager, Corporate Governance and Policy

REVIEWED BY Director, Corporate Governance and Risk Office

APPROVED BY Chancellor

SPONSOR Chancellor

RECOMMENDATION That Council note the update on implementation of the Walker Review recommendations (830/2015).

ACTION REQUIRED For discussion ☐ For decision ☒ For information ☒

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

BACKGROUND

In December 2014, Emeritus Professor Sally Walker presented her report on the Review of the ANU Act 1991 and Governance Arrangements to the Minister for Education and Training. At Council’s meeting on 19 February 2015, Professor Walker discussed her review findings with members. The following day, Council considered the review recommendations and discussed, in broad terms, its draft response to the recommendations.

Since that time the Corporate Governance and Risk Office, with additional input from the ANU Legal Office, Human Resources Division and Facilities and Services Division, have been working towards implementation of the review recommendations.

Most notably has been the significant reforms recommended to the Australian Government to re-enact the Australian National University Act. At its May 2015 meeting, Council approved a set of drafting instructions which represented the University’s view on the contents of new enabling legislation for the University. In his letter of 15 June 2015 to the Minister, the Chancellor conveyed these instructions and provided Council’s formal response to the recommendations of the review.

SUMMARY OF ISSUES

Since the drafting instructions for a new Australian National University Act were provided to the Minister (and the Department of Education and Training) in June, officer level advice from the Department of Education and Training, as at 22 September 2015, is that:

- The new Minister is currently being briefed on his portfolio and the new Act is amongst matters for his attention.
- Cabinet is yet to consider a submission from the Minister on the review and, therefore, the formal position of the government is not known at this stage.
- The drafting instructions provided by the University to the Department, have been transmitted to the Office of Parliamentary Counsel, however, drafting is pending completion of work associated with urgent Bills listed on the government’s current legislative program.
- It remains the Department’s expectation that the Bill will be introduced late in the sitting, either November or December 2015.
As part of the drafting process, the Office of Parliamentary Counsel allows for a period of consultation before the Bill is introduced to Parliament. If an ANU Bill is introduced later in the year, the period of consultation is expected to fall in, or around, October.

Attachment 26.1 provides Council with an update on progress with the Walker Review Implementation Plan. Council will note that most recommendations have now been implemented, or are contingent on passage of the new ANU Act. Assuming Council accepts the various matters put forward to it at this October 2015 meeting, the remaining recommendations for implementation are:

- Membership composition of the Council, in respect of appointing the Chair of Academic Board as a member, or otherwise;
- Preparation of a ‘skills register’ for Council membership;
- Preparation of a higher education sector briefing for induction purposes; and
- Amendments to the Chancellorship, Pro-Chancellorship and Vice-Chancellorship Statutes (which will be finalised once the new ANU Act in passed).

It is expected that all of these outstanding items will be implemented by mid-2016.

ATTACHMENT

COMMUNICATION

For public release ☐
For internal release ☐
Not for release ☑
## WALKER REVIEW 2014 – IMPLEMENTATION PLAN

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<th>No.</th>
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<th>Progress Notes</th>
<th>Responsible Officer</th>
<th>Expected Completion Date</th>
<th>Status</th>
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<tbody>
<tr>
<td>1</td>
<td>It is recommended that the ANU Act should include a preamble and revised statements of the University’s functions (or purpose) and powers; these should emphasise the special role and responsibilities of the ANU. (Finding 1)</td>
<td>The Vice-Chancellor will engage the University community in the drafting of a preamble and statement of purpose for subsequent consideration by Council.</td>
<td>Draft Preamble endorsed by May Council meeting, and submitted to Minister with ANU Act drafting instructions (15 June 2015).</td>
<td>Vice-Chancellor</td>
<td>Completed, pending response from Government</td>
<td>COMPLETED</td>
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<td>2</td>
<td>It is recommended that the ANU should include within its Annual Reports an explanation of how the National Institutes Grant has been used in the relevant year to advance the University’s special role as articulated in the preamble, the statement of the University’s functions (or purpose) and its powers.</td>
<td>A report on how the National Institutes Grant has been applied in the relevant year should be included within the Annual Report, with a more detailed confidential report provided to the Minister for Education and Training. It was agreed that this practice should be adopted for all future reports, commencing with the 2015 Annual Report.</td>
<td>Confidential stand-alone report to Minister presented and endorsed at 24 July 2015 Council meeting. Vice-Chancellor has presented the report to the Minister. A statement on the use of NIG will be included in the 2015 Annual Report, due in April 2016, with a detailed confidential report to the Minister for Education and Training.</td>
<td>Vice-Chancellor; EDAP</td>
<td>Completed, pending response from Government</td>
<td>COMPLETED</td>
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<td>3</td>
<td>It is recommended that the ANU Act should provide that: the governing authority of the University is the Council; subject to the Act and the Statutes, the Council may do anything necessary or convenient to be done for, or in connection with, its role as the governing</td>
<td>The Vice-Chancellor will lead any detailed discussions with the Department of Education and Training on the details of the legislative drafting. The Corporate Governance &amp; Risk Office and Legal Office should immediately commence work on preparing input to the drafting instructions, working to the Chancellor,</td>
<td>Draft drafting instructions were considered and endorsed by May Council meeting, and submitted to Minister (15 June 2015).</td>
<td>Vice-Chancellor, Chancellor, Director, CGRO, Legal Counsel</td>
<td>Completed, pending response from Government</td>
<td>COMPLETED</td>
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<td>No.</td>
<td>Recommendation</td>
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|     | authority of the University; this includes the making of Statutes, provided that such Statutes are not inconsistent with the Act or the PGPA Act;  
• the primary responsibilities of the Council include:  
  o appointing the Chancellor;  
  o appointing the Vice-Chancellor and monitoring her or his performance;  
  o setting the University’s strategic goals and monitoring progress towards the achievement of those goals;  
  o overseeing academic activities and management effectiveness; and  
  o ensuring responsible financial and risk management and compliance with legislation  
• the Council is to act in all matters concerning the University in the way it thinks will best promote the interests of the University. | noting the iterative nature of such work. As input to the drafting instructions reach a level of maturity, they will facilitate the Vice-Chancellor’s discussions with the Department of Education and Training. | Council resolved at 29 May 2015 meeting to retain current provisions in the ANU Act.                                                                 | Vice-Chancellor, Chancellor, | 29 May 2015            | COMPLETED  |
| 4   | It is recommended that the relevant Australian Government portfolios should consider whether section 44 of the ANU | The Vice-Chancellor will seek a full exemption from any legislative power to  
consider whether section 44 of the ANU |                                                                                                                                                                                                             |                      |                          |            |
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<th>Responsible Officer</th>
<th>Expected Completion Date</th>
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<tr>
<td>1</td>
<td>Act, which deals with borrowing limits, is of continuing relevance.</td>
<td>impose borrowing limits by the Finance Minister.</td>
<td></td>
<td>Director, CGRO, Legal Counsel</td>
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<td>5</td>
<td>It is recommended that the reach and application of the PGPA Act to the ANU should be clarified. (Finding 5)</td>
<td>The Vice-Chancellor will pursue further dialogue with the Secretaries of the Departments of Finance and Education and Training to clarify the extent of reach and application of the PGPA Act 2013 and to agree annual reporting requirements.</td>
<td>Council resolved at 29 May 2015 meeting that no further action was required in this regard.</td>
<td>Vice-Chancellor</td>
<td>29 May 2015</td>
<td>COMPLETED</td>
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<td>6</td>
<td>It is recommended that ANU clarifies and makes known who is responsible for considering and formally approving degree and other award programs (i) on academic and (ii) on business grounds, including the review of existing programs, and that the Council considers and approves the high level principles to be applied to determine whether to offer such a program (this would include considering high level policy issues such as whether the University should offer sub-degree level qualifications) and the high level principles regarding the fees to be charged, where relevant.</td>
<td>The DVC(A) will prepare appropriate documentation, for Council’s consideration, in response to this recommendation, including any changes to ANU statutes, rules or policies as necessary.</td>
<td>DVC(A) has prepared and presented to Council the relevant documentation. Council has accepted the documentation.</td>
<td>DVC(A)</td>
<td>27 March 2015</td>
<td>COMPLETED</td>
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<td>7</td>
<td>It is recommended that: • the ANU Council should be constituted as follows:</td>
<td>In relation to recommendation 7, Council has:</td>
<td>Draft drafting instructions were considered and endorsed by May</td>
<td>Chancellor, Vice-Chancellor and</td>
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WALKER REVIEW IMPLEMENTATION PLAN UPDATE
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<td>two official members - the Chancellor and Vice-Chancellor.</td>
<td>• Accepted the recommendation that the number of nominations submitted to the Commonwealth Minister for Education and Training by the Nominations Committee should be one more than the number of vacancies to be filled at any one time</td>
<td>Council meeting, and submitted to Minister (15 June 2015). Corporate Governance &amp; Risk Office prepared a paper offering various scenarios for membership composition.</td>
<td>Director, CGRO</td>
<td>response from Government</td>
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<td>at least three and up to six members appointed by the Council – the number to be determined by Council and specified in a Rule. At least one of the Council appointed members must be external to the University, that is, not a current member of staff or student. The Nominations Committee would make recommendations to Council regarding who should be the external Council appointed member(s). If Council were to decide that there should be staff or student members, they must be appointed or elected ad personam with the exception of the Chair of the Academic Board who may be appointed by virtue of her or his office.</td>
<td>• Accepted the recommendation that the Minister for Education and Training has discretion to appoint someone other than from amongst the nominees submitted by the Nominations Committee, provided that s/he gives reasons</td>
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<td>at least three and up to six external members appointed</td>
<td>• Will consider the need for any amendment to the remaining recommendations relating to the composition of the Council. Council has remained of the view that its current composition, skill mix and representation coverage had served it well and ensured high standards of governance.</td>
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<td>by the Minister. The number of members appointed by the Minister would be determined by Council and specified in a Rule, but the number must be equal to or greater than the number of Council appointed members. The Nominations Committee would be required to put forward the names of people who the Committee considers would be appropriate for appointment (or re-appointment) by the Minister, specifying the reasons for the suggestion. The Nominations Committee would be required to put forward at least one more name than the number of vacancies. The Minister would be required to consider the Nominations Committee’s suggestions, but would not be bound to appoint one of those suggested. The Minister would be required to give</td>
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<td>reasons for the appointment of a particular person.</td>
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<td>• the Nominations Committee, the Council and the Minister should be required to have regard to the desirability of ensuring that:</td>
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<td>o there is a balance of skills, expertise and gender among members of the Council;</td>
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<td>o regard is had to the skills necessary to ensure that the Council can fulfil its responsibilities under the legislation; and</td>
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<td>o Council members have an appreciation of the purposes of the University, its independence and academic freedom, and the capacity to appreciate the national role of the University and what the University's external community needs from it.</td>
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<td>• at least two of the Council members would be required to have a high level of relevant financial expertise and at least one member would be required to</td>
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<td>have a high level of relevant commercial expertise.</td>
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<td>• Council appointed members and members appointed by the Minister should be appointed for a period not exceeding four years; they could be renewed, but unless the Council, in the case of Council appointed members, or the Minister, in the case of members appointed by the Minister, determines otherwise in respect of a particular member, Council appointed members and members appointed by the Minister would not be permitted to hold office for more than eight years.</td>
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<td>• Council members, other than members of staff, should be paid and time-release from their usual duties should be authorised for staff members.</td>
<td>Council considered the issue of member remuneration in 2012.</td>
<td>No further action required.</td>
<td>Chancellor, Vice-Chancellor and Director, CGRO</td>
<td>Not applicable</td>
<td>COMPLETED</td>
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<td>(Findings 3, 6)</td>
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<td>8</td>
<td>It is recommended that Council consider establishing a <em>Campus Planning Committee</em> being a Council Committee charged with providing advice to Council on the development and periodic review of master plans for the University’s Campus or, if its terms of reference were to extend, to advising Council on the design and implementation of major infrastructure projects and/or the naming of buildings. Council might consider establishing it as a <em>Buildings and Estates Committee</em>.</td>
<td>The Director Facilities and Services will develop a proposal for Council’s consideration and will ensure that there is alignment between a new Council Committee and the newly-established Campus Planning &amp; Development Committee. The proposal would be developed in consultation the Chair of the Campus Planning &amp; Development Committee and the EDAP.</td>
<td>Draft Charter to be submitted to 2 October 2015 Council meeting.</td>
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|9  | It is recommended that, in the case of Council committees:  
• each committee’s terms of reference should be easily located and formatted consistently  
• short biographies of each committee member should be published on the website  
• an annual schedule of business should be developed that links the committee’s terms of reference to a schedule of matters to be addressed at the various committee meetings scheduled for that year  
• Council should consider annual reports from each Committee evaluating its effectiveness | The Corporate Governance & Risk Office will have responsibility for the implementation of these recommendations. | Draft Charters to be submitted to 2 October 2015 Council meeting.  
• Technical web issues with ANU website, to enable publishing of short biographies, are proving difficult. Biographies will be published in the 2015 Annual Report.  
• Preparation of each Committee’s annual schedule of business has been undertaken, and will continue as standard practice.  
• Council will consider annual reports from each Committee evaluating its effectiveness against its schedule of business and respective Charters (first reports 4 December 2015 meeting of Council). | Director, F&S  
To be fully implemented by 4 December 2015 |
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<th>Recommendation</th>
<th>Action Taken</th>
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<tr>
<td>10</td>
<td>It is recommended that, in due course, consideration be given to the Chair of the Academic Board being elected by all academic staff or by the professoriate.</td>
<td>To be considered as part of the membership composition of the Council. Council has commenced discussion of this recommendation, but is yet to make a final determination.</td>
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<td>11</td>
<td>It is recommended that the Committee on Conditions and Appointment of the Vice-Chancellor should be replaced by a Remuneration Committee with expanded terms of reference. (Finding 10)</td>
<td>See recommendation 12</td>
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<td>12</td>
<td>It is recommended that section 37 of the ANU Act (acting appointments) should apply only to the office of Vice-Chancellor and that Council should integrate the Emergency Appointment (Vice-Chancellor) Committee into the Remuneration Committee in which case it might be titled Remuneration and Appointments Committee.</td>
<td>Draft Charter to be submitted to 2 October 2015 Council meeting.</td>
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<td>13</td>
<td>It is recommended that, taking into account the advice of its Finance Committee, the Council should determine whether it is necessary to have an Investment Advisory Sub-Committee as a Sub-committee of the Finance Committee. If so, both its formal terms of reference and, in the Chair, Finance Committee, presented a confidential paper to the 27 March meeting of Council in line with the recommendation of the Walker Review that the position of the Investment Advisory Committee be reviewed.</td>
<td>Council resolved to dis-establish the Investment Advisory Committee at its 24 July 2015 meeting.</td>
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<td>Practice, the work it is asked to undertake, should be those of a governance committee and the Corporate Governance and Risk Office should assume responsibility for it. This would not preclude the management of the University establishing a management committee, even one drawing on external advice, to guide the day to day operations of the Investment Office. (Finding 9)</td>
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<td>Council noted that in transitioning to outsource the management of domestic equities, Finance Committee will, in future, need to draw upon the advice of an expert panel regarding strategic asset allocation of the University’s investment funds portfolio. The role of the current IAC to be transitioned to that of an expert panel with membership determined following further discussions.</td>
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14 It is recommended that the Nominations Committee should develop a ‘skills register’ to ensure that the members of Council, collectively, meet the needs of a skills-based board. (Finding 4)

- The Corporate Governance & Risk Office will bring forward a proposal, for Council consideration, on the establishment of a skills register (to Nominations Committee and then Council). The proposal will be developed in consultation with the Chancellor and Vice-Chancellor.
- Corporate Governance & Risk Office to prepare a draft ‘skills register’ for consideration by the Chancellor and Vice-Chancellor, the Nominations Committee, and by Council.
- Corporate Governance & Risk Office to also prepare a list of potential future external Council members, in consultation with Alumni Relations and Philanthropy.

15 It is recommended that the Council should re-examine the Guidelines by reference to which the Nominations Committee operates to ensure that they reflect the skills required of Council members and the responsibilities of Council members.

- The Corporate Governance & Risk Office will bring forward a proposal, for Council consideration, on a Nominations Committee Charter/Guidelines (to Nominations Committee and then Council). The proposal will be developed in consultation with the Chancellor and Vice-Chancellor and be consistent with recommendation 9.
- Draft Charter, including outline of general skills required of Council members, approved by Council (with amendments) at its 24 July 2015 meeting.

Director, CGRO 4 December 2015 UNDERWAY

Director, CGRO 24 July 2015 COMPLETED
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<td>16</td>
<td>It is recommended that the Induction Program should be expanded to include material acquainting new members with the Higher Education sector. This material should be provided in written form well before the induction briefing sessions. (Finding 11)</td>
<td>The Corporate Governance &amp; Risk Office will implement this recommendation.</td>
<td>Corporate Governance &amp; Risk Office to determine the most appropriate way to prepare such material.</td>
<td>Director, CGRO</td>
<td>4 December 2015</td>
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<td>17</td>
<td>It is recommended that the Chancellor make contact with all Council members in the second quarter of each year to discuss their professional development needs. A list of possible programs should be made available to Council members and discussions held regarding what, if at all, might be beneficial for each particular member. A similar process should extend to members of Council Committees who are not Council members. (Finding 12)</td>
<td>The Chancellor, with the support of the Corporate Governance &amp; Risk Office, will have responsibility for the implementation of this recommendation.</td>
<td>Chancellor, with the support of the Corporate Governance &amp; Risk Office, to commence this according to the agreed schedule. Council agreed on the methodology to be applied for its annual self-assessment, where to Chancellor will consult with members on an individual basis (including any professional development needs), and report to Council each year. Corporate Governance &amp; Risk Office to make a list of possible professional development programs for Council members available to the Chancellor.</td>
<td>Chancellor</td>
<td>29 May 2015</td>
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<td>18</td>
<td>It is recommended that the ANU take a leadership role in the sector by working with other Australian universities to consider jointly sponsoring the development of a program by an appropriate provider targeted at the professional development needs of members of university governing bodies and governance committees, with modules of the program being offered each year.</td>
<td>Council agreed that no further action should be taken given the advice provided and existing professional development opportunities available through the LH Martin Institute.</td>
<td>No action required.</td>
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<td>19</td>
<td>It is recommended that, within a short time after each Council meeting, a short statement should be placed on the Council website, authorised by the Chancellor, summarising ‘what happened at Council’.</td>
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<td>20</td>
<td>It is recommended that the Vice-Chancellorship Statute be amended to adopt more contemporary language regarding the role of the Vice-Chancellor.</td>
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<td>21</td>
<td>It is recommended that the Vice-Chancellorship Statute be amended to deal with the process to be followed if there is a breakdown in relationships or a breach of duty.</td>
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<td>It is recommended that section 35 of the current ANU Act should be repealed on the understanding that, as chief executive officer, the Vice-Chancellor has authority to make executive appointments, reporting the appointment to Council, with Council agreement.</td>
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| | The Corporate Governance & Risk Office, working with SCAPA, will have responsibility for the implementation of this recommendation. Council accepted the proposed response and actions and further resolved that a brief draft statement be included in the meeting papers for each agenda item where a communication is proposed following the meeting. Where applicable, draft press releases will accompany the agenda paper, for Council’s consideration and approval. |
| | The Legal Office will have responsibility for the implementation of this recommendation. |
| | The Legal Office will have responsibility for the implementation of this recommendation. |
| | Following the passage of the new ANU Act, the Corporate Governance & Risk Office will prepare a repeal of the Deputy Vice-Chancellorship Statute. |

| | Corporate Governance & Risk Office has amended the agenda item template to require details of proposed communications (internal or external) about Council deliberations. Corporate Governance & Risk Office and SCAPA have developed an appropriate approach for routine internal communications post-Council meetings, which was endorsed by the 29 May 2015 meeting of Council. |
| | Amendments to Statute will be brought forward if deemed required, once final form of new ANU Act is known. Legal Office to work with Corporate Governance & Risk Office on the submission of a proposal if needed. |
| | Amendments to Statute will be brought forward if deemed required, once final form of new ANU Act is known. Legal Office to work with Corporate Governance & Risk Office on the submission of a proposal if needed. |
| | Draft drafting instructions were considered and endorsed by May Council meeting, and submitted to Minister (15 June 2015). |

| | Director, CGRO and Director, SCAPA, as approved at each meeting, by Council. |
| | Director, CGRO and Director, SCAPA, as approved at each meeting, by Council. |
| | University Counsel |
| | University Counsel |
| | Completed, pending response from Government |

<p>| 29 May 2015 | COMPLETED |
| 22 July 2016 | PENDING |
| 22 July 2016 | PENDING |
| | Completed, pending response from Government |</p>
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<td>designating in a Statute those roles in respect of which it reserves the power to make appointments on the recommendation of the Vice-Chancellor.</td>
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<td>23</td>
<td>It is recommended that the Chancellorship Statute should provide that the Chancellor does not hold an executive role.</td>
<td>The Legal Office will have responsibility for the implementation of this recommendation.</td>
<td>Amendments to Statute will be brought forward if deemed required, once final form of new ANU Act is known. Legal Office to work with Corporate Governance &amp; Risk Office on the submission of a proposal if needed.</td>
<td>University Counsel</td>
<td>22 July 2016</td>
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<td>24</td>
<td>It is recommended that section 3.3 of the Chancellorship Statute should provide that a breach of the duties imposed by the PGPA Act could constitute grounds for forming the opinion that the Chancellor no longer retains the Council's confidence.</td>
<td>The Legal Office will have responsibility for the implementation of this recommendation. An equivalent provision will be inserted into the Pro-Chancellorship Statute.</td>
<td>Amendments to Statute will be brought forward if deemed required, once final form of new ANU Act is known. Legal Office to work with Corporate Governance &amp; Risk Office on the submission of a proposal if needed.</td>
<td>University Counsel</td>
<td>22 July 2016</td>
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<td>25</td>
<td>It is recommended that Council should adopt protocols to describe the interface between members of Council (and members of Council Committees) and the staff of the University. These protocols should make it clear that the Vice-Chancellor is the primary source of advice to Council and Council Committees and, with the exception of the processes of Council or Council Committees, members of Council and members of Council Committees may give directions to members of staff only with the express or implied consent of the Vice-Chancellor.</td>
<td>The Corporate Governance &amp; Risk Office will bring forward a proposal, for Council consideration, to enable implementation of this recommendation.</td>
<td>Council approved relevant amendments to the “Responsibilities of Council &amp; Council Committee Members policy”, at the 24 July 2015 meeting of Council.</td>
<td>Director, CGRO</td>
<td>24 July 2015</td>
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<td>26</td>
<td>It is recommended that, in addition to the current biennial discussions with Council members, Council should address the question of its collective effectiveness annually. (Finding 13)</td>
<td>Council agreed at its meeting of 19 February 2015, that the Chancellor’s current practice of engaging in one-on-one consultations with Council members should continue and be undertaken on an annual basis. Further, Council determined there was merit in a future consideration of having an external reviewer, on a three yearly basis, to assess Council governance, in a manner not dissimilar to the recent review by Emeritus Professor Sally Walker. Such a process may bring opportunities to strengthen what is already sound governance. For the 2015 self-evaluation, Council resolved that the Chancellor conduct one-on-one discussions with members and present the report to the 4 December 2015 meeting. See progress notes for recommendation 17.</td>
<td>Chancellor</td>
<td>29 May 2015</td>
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<td>It is recommended that Council adopt rules in the form of ‘Standing Orders’ or ‘Operating Provisions’ dealing with the conduct of meetings.</td>
<td>The Corporate Governance &amp; Risk Office will bring forward a proposal, for Council consideration, to enable implementation of this recommendation. The Corporate Governance &amp; Risk Office drafted Standing Orders, which were adopted at the 27 March 2015 meeting of Council. The Standing Orders apply to the Council and the Council’s Committees.</td>
<td>Director, CGRO</td>
<td>27 March 2015</td>
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<td>It is recommended that those rules should provide that, at the commencement of each Council meeting, before observers are admitted, Council members should be provided with an opportunity to request that an item, not already designated as a Council reaffirmed current practice that at the commencement of all meetings, Council members continue to have an opportunity to mark agenda items as confidential in addition to starring items. The Chancellor and Director, CGRO have put arrangements in place to ensure that this occurs at each meeting.</td>
<td></td>
<td>Director, CGRO</td>
<td>27 March 2015</td>
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confidential item, should be considered in camera. At this time, Council members could also determine whether an item designated as confidential in the papers should be considered in open session.

29 It is recommended that Council establish protocols regarding consultation with staff and students. It is recommended that the Vice-Chancellor bring forward a proposal, for Council consideration, to enable implementation of this recommendation. The Corporate Governance & Risk Office has modified the Council agenda item template to require details regarding consultation (including who has been consulted, and a summary of how they were consulted and the key outcomes) to be included on all relevant agenda items. Council approved the new template at its 27 March 2015 meeting. The new template will be applied to Council and all Council Committees effective from the May meetings.

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<td>29</td>
<td>It is recommended that Council establish protocols regarding consultation with staff and students.</td>
<td>It is recommended that the Vice-Chancellor bring forward a proposal, for Council consideration, to enable implementation of this recommendation.</td>
<td>The Corporate Governance &amp; Risk Office has modified the Council agenda item template to require details regarding consultation (including who has been consulted, and a summary of how they were consulted and the key outcomes) to be included on all relevant agenda items. Council approved the new template at its 27 March 2015 meeting. The new template will be applied to Council and all Council Committees effective from the May meetings.</td>
</tr>
</tbody>
</table>

Document Last Updated: 17 September 2015
27. 2016 RESIDENTIAL FEES REVIEW

PURPOSE
To note the residential fees applicable for 2016.

PREPARED BY
Deputy Vice-Chancellor (Academic)

REVIEWED BY
Chief Financial Officer

APPROVED BY
Deputy Vice-Chancellor (Academic)

RECOMMENDATION
That Council note:
1. the proposed policy settings for the ANU Halls of Residence;
2. the recommended tariff increase for the ANU Halls of Residence of 2.5% and 43 week contracts for 2016; and
3. the proposed policy setting for the ANU residential lodges (831/2015).

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☑

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

ANU fee setting group: meetings on 19 May, 9 June, 30 June and 9 July 2015 – progressed through required ANU residential fee setting steps.

Registrar (Student Life) and Pro Vice-Chancellor (Student Experience) consulted with students on the proposed changes and students have provided their feedback.

Senior Management Group (3 September 2015 via circulation) endorsed for submission to Finance Committee, the following recommendations:

1. the proposed policy settings for the ANU Halls of Residence;
2. the recommended tariff increase for the ANU Halls of Residence of 2.5% and 43 week contracts for 2016; and
3. the proposed policy setting for the ANU residential lodges.

At its meeting on 18 September 2015, Finance Committee noted the proposed fee setting arrangements applicable for 2016, their budgetary implications and recommended that Council also note that the Vice-Chancellor will proceed to implement these fees for 2016.

BACKGROUND
Residential Fees
ANU has around 5000 residential beds split between ANU managed Halls of Residence on Daley Road, externally managed lodges on Childers Street, affiliated Halls of Residence on Daley Road and University House.

The residential fee setting is proposed by the ANU fee setting group chaired by the Deputy Vice-Chancellor (Academic). This group assembles data and evidence to determine appropriate policy settings and to accommodate legislative requirements, which is subsequently endorsed by the Senior Management Group. The Vice-Chancellor is authorised to approve residential fees, under the Vice-Chancellorship Statute.
In order to align residential fee setting with recruitment strategies and budgeting activities, a detailed modelling and analytical process was commissioned, based on comparator data for the sector, to generate final fee recommendations for 2016.

In addition, the following accommodation policy settings for 2016 were considered:

**Fee Basis determination**
1. The introduction of a consistent CPI definition—Australia all groups end March quarter—plus a determined percentage increase in accordance with contractual arrangements (lodges), or that emphasizes a greater focus on backlog maintenance obligations and productivity gains in operating budget (halls);
2. The tariff increase for the ANU Halls of Residence in 2016 being 2.5% based on 43 week contracts;
3. Movement to single tariff bundles for all ANU residential halls and lodges managed by the UniLodge (e.g. not base rate plus extras) to facilitate greater transparency of costs to students;
4. The Pro-Vice Chancellor (Student Experience) and Registrar (Student Life) will develop consolidated information and publish widely the access and equity supports available for students.

**Contract Equalisation**
1. Propose that the residential halls move to a default 43 week contract in 2016, with 48 week and 52 week options; and propose a move to a 45 week contract in 2017, with 48 and 52 week options.

**First-Year Accommodation Guarantee**
1. To consider that:
   - (a) Students must accept and enrol in their offer place within 48 hours of offer, after which they will receive their accommodation offer; or
   - (b) Students receive their offer and accommodation offer together in one package or on the same day. Students must accept, enrol and pay the accommodation deposit within 48 hours of offer to be eligible for the guarantee.
2. Extend First Year Accommodation Guarantee closing date to the UAC cut-off date – 6th January 2016.

As a result of the detailed modelling and analysis, and extensive student consultation, the attached tables outline the proposed rates that will apply for 2016.

**ATTACHMENTS**

27.1 2016 Residential Fees (831/2015).

**COMMUNICATION**

For public release ☐  For internal release ☐  Not for release ☑
### Proposed Halls, Colleges and Lodges Fee Summary 2016

<table>
<thead>
<tr>
<th>Residence</th>
<th>Management</th>
<th>Meals Per Week</th>
<th>Weekly Tariff</th>
<th>Registration Fee</th>
<th>Refundable Deposit</th>
<th>Residential Community / Connect Program*</th>
<th>Departure cleaning fees**</th>
<th>Phone / Internet Connection</th>
<th>Laundry Facilities</th>
<th>Internet Access</th>
<th>Personal Accident Insurance</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce Hall</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $598.65 (43 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$185</td>
<td>$110</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
</tr>
<tr>
<td>Bruce Hall -_disconnecting</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>($1 Bruce Hall meal per week)</td>
<td>$270</td>
<td>$1,600</td>
<td>$185</td>
<td>$110</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
</tr>
<tr>
<td>Burton &amp; Gunn hall</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $517.95 (43 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breast hall</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $517.95 (43 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Treacht Hall</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $517.95 (43 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uluulu Hall</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $598.65 (43 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$175</td>
<td>$110</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uluulu Hall - disconnecting</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>($1 Uluulu Hall meal per week)</td>
<td>$270</td>
<td>$1,600</td>
<td>$175</td>
<td>$110</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Disney Lodge</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $429.55 ($63.925 x 7)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rock's Lodge</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $200.42 (48 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lenskold Lodge</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $200.42 (48 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warriamg Lodge</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>From $200.42 (48 week contract)</td>
<td>$270</td>
<td>$1,600</td>
<td>$180</td>
<td>$465/75 based on room type</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate House</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>($1 Graduate House meal per day)</td>
<td>$270</td>
<td>$300</td>
<td>$25</td>
<td>$10</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>University House</td>
<td>ANU owned &amp; operated</td>
<td>Self-cater</td>
<td>($1 University House meal per day)</td>
<td>$270</td>
<td>$300</td>
<td>$25</td>
<td>$10</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bergmann College (2015 rate quoted)</td>
<td>ANU Affiliated</td>
<td>Self-cater</td>
<td>From $319.60 (41 week contract)</td>
<td>$285</td>
<td>$300</td>
<td>$150</td>
<td>$300</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>$1.50 per week</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>Bergmann College Magarine Village (2015 rate quoted)</td>
<td>ANU Affiliated</td>
<td>Self-cater</td>
<td>From $319.60 (41 week contract)</td>
<td>$285</td>
<td>$300</td>
<td>$150</td>
<td>$300</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>$1.50 per week</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>John XXIII College (2015 rate quoted)</td>
<td>ANU Affiliated</td>
<td>Self-cater</td>
<td>From $319.60 (41 week contract)</td>
<td>$295</td>
<td>$300</td>
<td>$150</td>
<td>$300</td>
<td>Included in tariff</td>
<td>Included in tariff</td>
<td>$1.50 per week</td>
<td>N/A</td>
<td></td>
</tr>
</tbody>
</table>

* ULDR - Unrestricted Loss and Damage Reserve Fee
** Rates are based on NMA discounted rate and subject to eligibility
* Departure cleaning fee: Self-contained rooms (SFR) consists of room type containing kitchen and/or bathroom facilities, rooms without bathrom/kitchen (SFR). Departure cleaning charged at an hourly rate (minimum 1.5 hours).
** Resident Committee fees/Commuter Spots fees shown are 2015 not 2016 and are subject to change.
### 2016 Halls of Residence - tariffs

**All room types**

**Effective 21 November, 2015 (end of current contracts)**

<table>
<thead>
<tr>
<th>Hall &amp; Room</th>
<th>StarNet Description</th>
<th>2015 Tariff (inc meals, phone, Internet, laundry, insurance) per week</th>
<th>2016 Tariff (inc meals, phone, Internet, laundry, insurance) per week</th>
<th>2016 Total Tariff per fortnight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bruce Hall</td>
<td>Bruce Hall</td>
<td>356.50</td>
<td>369.25</td>
<td>738.50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>328.65</td>
<td>340.65</td>
<td>681.26</td>
</tr>
<tr>
<td>Twin Share Rooms (per person)</td>
<td>Twin Share</td>
<td>271.50</td>
<td>288.25</td>
<td>576.50</td>
</tr>
<tr>
<td>Large</td>
<td>Large</td>
<td>373.75</td>
<td>389.00</td>
<td>778.60</td>
</tr>
<tr>
<td>Central Double</td>
<td>Double</td>
<td>395.60</td>
<td>409.60</td>
<td>818.60</td>
</tr>
<tr>
<td>T sum#</td>
<td>Ensuite#</td>
<td>368.40</td>
<td>381.40</td>
<td>762.80</td>
</tr>
<tr>
<td>Ground floor 1 bedroom flat</td>
<td>1 Bedroom</td>
<td>422.95</td>
<td>437.35</td>
<td>874.70</td>
</tr>
<tr>
<td>Packard single</td>
<td>Studio</td>
<td>267.90</td>
<td>278.45</td>
<td>556.80</td>
</tr>
<tr>
<td>Packard double (per room)</td>
<td>Studio Double</td>
<td>391.95</td>
<td>409.40</td>
<td>818.80</td>
</tr>
<tr>
<td>Packard single large</td>
<td>Studio Large</td>
<td>296.60</td>
<td>307.85</td>
<td>615.70</td>
</tr>
</tbody>
</table>

| Burton & Garran Hall | Burton & Garran Hall | 202.95                                                              | 211.85                                                              | 423.70                        |
| Standard          |                     | 202.95                                                              | 201.85                                                              | 404.70                        |
| Standard Discount  | Standard Discount   | 102.95                                                              | 101.85                                                              | 204.70                        |
| Ensuite           | Studio              | 222.35                                                              | 231.75                                                              | 464.50                        |
| Large             | Large               | 202.95                                                              | 211.85                                                              | 423.70                        |
| Lounge            | Lounge              | 173.10                                                              | 183.25                                                              | 366.50                        |
| Sub-dean          | 1 Bedroom           | 314.10                                                              | 325.75                                                              | 651.50                        |
| Sub-dean          | Studio Large        | 260.10                                                              | 278.40                                                              | 540.80                        |

| Foneer Hall | Foneer Hall | 202.95 | 211.85 | 423.70 |
| Standard | Standard | 202.95 | 211.85 | 423.70 |
| Ensuite | Ensuite | 202.95 | 211.85 | 423.70 |
| Studio 5th Fwr  | Studio Large | 173.10 | 183.25 | 366.50 |
| Standard corner | Large | 210.50 | 219.55 | 439.10 |
| Standard double | Double | 202.95 | 211.85 | 423.70 |
| 1 bedroom flat | 1 Bedroom | 269.40 | 278.95 | 558.90 |
| 3 bedroom flat | 3 Bedroom | 324.00 | 339.90 | 671.80 |
| 4 bedroom flat | 4 Bedroom | 410.70 | 436.15 | 872.30 |

| Told Hall | Told Hall | 202.95 | 211.85 | 423.70 |
| Standard | Standard | 202.95 | 211.85 | 423.70 |
| Large Room | Large | 222.35 | 231.75 | 463.50 |
| Emergency room | Lounge | 202.95 | 211.85 | 423.70 |
| Flat | 1 Bedroom | 295.50 | 306.70 | 613.40 |

| Ursula Hall | Ursula Hall | 356.50 | 369.25 | 738.50 |
| Standard | Standard | 356.50 | 369.25 | 738.50 |
| Ensuite | Ensuite | 371.50 | 384.60 | 769.20 |
| VIP Flat | 1 Bedroom | 503.65 | 520.05 | 1,040.10 |
| Ursula Hall Lauras 1 - studio* | Lauras - Studio | 256.40 | 267.45 | 534.90 |
| Ursula Hall Lauras 1 - studio double (per room) | Lauras - Studio Double | 390.60 | 414.95 | 829.90 |
| Ursula Hall Lauras IA & 2 NRAS - studio* | Lauras - Studio - NRAS | 256.40 | 267.45 | 534.90 |
| Ursula Hall Lauras 1A & 2 NRAS - studio (MARKET RATE) (Market Rate) | TBC | 557.80 | 580.60 | 1,175.20 |

* Note: The Lauras studios include a 1.8% reduction in base room component to comply with NRAS guidelines, with the other standard components increasing based on the proposed increases, including the addition of 1 meal per week similar to Packard Wing. The above rates are the all-inclusive bundled weekly tariffs.

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Source: 2016 Tariffs & Final documents/Appendix 1 (Summary) 2016 Tariffs All Rooms for approval.sitx  Appendix 1 (Tariff Summary)
28. PGPA BRIEFING – DUTY TO KEEP THE MINISTER INFORMED

PURPOSE
To brief Council on its duty to keep the Minister informed in accordance with Section 19 of the Public Governance, Performance and Accountability Act 2013 (PGPA).

PREPARED BY
Manager, Corporate Governance and Policy

REVIEWED BY
Acting University Counsel

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATIONS
That Council:

1. Note the brief on the duty to keep the Minister informed;
2. Delegate to the Vice-Chancellor, day-to-day responsibility for notification of significant decisions and issues, in accordance with Section 19 (noting that Council still retains ultimate accountability); and
3. Note that a report will be provided, at its next practical meeting, after a notification has occurred in accordance with Section 19 of the Public Governance, Performance and Accountability Act 2013 (841/2015).

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☑

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

BACKGROUND

A feature of the PGPA Act is section 19, which imposes a duty on the ‘Accountable Authority’ of a Commonwealth entity to keep the responsible Minister and the Finance Minister informed. The section seeks to establish an appropriate level of dialogue and engagement between the Accountable Authority and Ministers.

For the purposes of the PGPA Act, the ‘Accountable Authority’ of the Australian National University is the Council.

SUMMARY OF ISSUES
The duty to keep responsible Minister and Finance Minister informed is expressed as:

(1) The accountable authority of a Commonwealth entity must do the following:
   (a) keep the responsible Minister informed of the activities of the entity and any subsidiaries of the entity;
   (b) give the responsible Minister or the Finance Minister any reports, documents and information in relation to those activities as that Minister requires;
   (c) notify the responsible Minister as soon as practicable after the accountable authority makes a significant decision in relation to the entity or any of its subsidiaries;
(d) give the responsible Minister reasonable notice if the accountable authority becomes aware of any significant issue that may affect the entity or any of its subsidiaries;

(e) notify the responsible Minister as soon as practicable after the accountable authority becomes aware of any significant issue that has affected the entity or any of its subsidiaries.

The principle mechanism through which the University keeps the responsible Minister and the Finance Minister informed is through the Annual Report, which is tabled in Parliament. The decision by Council to also provide an annual report on the National Institutes Grant to the Minister will also assist meeting its duty to keep the Minister informed.

The Council is required to also notify the responsible Minister about significant decisions and issues. In addition, the Council is required to ensure the responsible Minister or the Finance Minister received any reports, documents and information they may require.

This duty is somewhat tempered by an exemption that exists within the Australian National University Act 1991 (the ‘ANU Act’), which states at section 4A(2) that:

Nothing in section 19 of the Public Governance, Performance and Accountability Act 2013 requires the members of the Council to do anything that will or might affect the academic independence or integrity of the University.

This broad exemption preserves the independence of the University as a self-governing academic institution, and gives greater discretion to Council on the circumstances under which it might notify the responsible Minister or the Finance Minister of decisions or issues, or provide requested reports, documents and information.

The Department of Finance has issued a guidance note on to assist in determining, generally, whether a decision or issue is ‘significant’. The Department advises that it will depend on:

- materiality - the importance of the decision or issue relative to the entity’s size and functions
- the risks involved - that is, whether the decision or issue is likely to be politically sensitive, whether there would be contingent liabilities that could affect the Commonwealth’s balance sheet (noting the University’s finances are not recorded in Commonwealth financial statements), and whether the decision or issue might affect the entity’s financial sustainability or that of others
- the novelty of the decision or issue for the entity - that is, whether the entity has previous experience with the decision or issue.

Since the commencement of the PGPA Act, the University has complied with the legislation by providing its annual report each year (which is also a mandated requirement of section 46 of the PGPA Act). The University has also reported to the responsible Minister other significant decisions, namely:

- the acquisition of the Social Research Centre by ANU Enterprise
- the recent (re)appointments of the Pro-Chancellor, Chancellor and Vice-Chancellor
- the construction of student accommodation (SA5) and
- debt refinancing

Other matters that may warrant notification to the responsible Minister in the future could be, for example, forming, or participating in the formation of, a business (including a company, trust, partnership, unincorporated joint venture, incorporated association or similar arrangement) is likely to be a significant decision or issue. Changing the nature of the entity’s involvement with a business and acquiring or disposing of a business unit may also be significant decisions or issues. It also includes keeping the responsible Minister and Finance Minister informed of any significant expenditure or investment decisions an accountable authority may make, as necessary.

For context, it should also be noted that when the Vice-Chancellor voluntarily attended Senate Estimates on 22 October 2014, in response to questioning by Senator Leyonhjelm on the application of section 19 to the University in the context of the divestment decision of certain stocks, he advised the Committee that:

PART 5 – OTHER MATTERS FOR NOTING

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I think that, if we informed the minister every time the university made a change in its investment strategy of one or two per cent of its entire share portfolio in this case, an expenditure of $16 million, I think I would be in the minister's office every single hour of the day.

Consideration has been given to establishing a formal policy to govern what matters the University will/should notify the Ministers about, however it is recommended that a more prudent approach is to ensure the Council and senior management are aware of this duty, and to allow decisions to be made on a case-by-case basis (allowing for contextual and flexible decision-making), keeping in mind the exemption afforded by section 4A of the ANU Act.

It is therefore recommended that Council continue to allow the Vice-Chancellor to manage these matters on a day-to-day basis, while noting that Council still retains ultimate accountability; and that Council require that all instances of notification in accordance with section 19 be reported to Council at the next practical meeting after the notification has occurred.

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

An internal communication will not be released. However a copy of the briefing note will be added to the Council Members’ Handbook as an appendix.
29. CAPITAL BUILDING FINANCIAL SUMMARY REPORT

PURPOSE
To provide a report summarising the status of capital building works in progress on campus and the associated financial position of these works.

PREPARED BY
Associate Director, Facilities and Services

REVIEWED BY
Chief Financial Officer

APPROVED BY
Director, Facilities and Services

SPONSOR
Executive Director (Administration and Planning)

RECOMMENDATION
That Council note the information contained in the Capital Building Financial Summary Report as at 16 August 2015 (842/2015)

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☒

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

SUMMARY
The recurring Capital Building Financial Summary Report is provided at Attachment 29.1. Key points to note are as follows:

- **National Centre for Indigenous Studies** – Post occupancy external works were completed during July 2015. The purchase of some external furniture remains outstanding, pending selection by the client. This has impacted the completion date. It continues to be expected that there will be excess funds from this project which will be returned. Any reallocation of the funds (e.g. refurbishment request from Academic Skills and Learning Centre) will be subject to standard capital works approval processes.

- **Acton Underhill Carpark** – Following a full review of the lift construction methodologies, risks and costs, it has been identified that additional funding of $821k is required, replacing the previous estimate of $269k. This additional cost has been approved and funding sources identified. The work site has been established and the works have commenced, with completion anticipated in January 2016.

- **Hancock West (ITS Refurbishment)** – The Managing Contractor has completed the works within the budget of $11.1m. The building is now occupied and final claims for payment are being processed and project funding reconciled. Outstanding items identified post-occupancy are currently being assessed and expected to be compiled by mid-September 2015.

- **SSO Fire Recovery Works Program** – Design of the SSO Lodge is progressing with Final Sketch Plan review scheduled for September 2015. Funding of $165,000 has been approved for specific improvements which the Insurer considers as being “betterment” and will not be included in the funding covered by the Insurer. It is expected construction will commence around the end of 2015. Following completion of the Lodge negotiations, discussions with the insurer will commence to address the claim for external recovery works.

- **CECS (Craig Building Refurbishment)** – The works are nearing completion and the building occupation will commence at the beginning of September. It is expected there will be post occupancy works required in relation to specialist laboratory and equipment installations. The current budget of $9.125m includes a contribution of $200,000 by the College to cover the overrun arising from previously noted additional mechanical services works.

PART 5 – OTHER MATTERS FOR NOTING
• **CBE Student Hub & Program of works** – The design and documentation for the Student Hub continues and F&S have engaged a construction manager. The project is funded by CBE and the budget of $3.5m remains in place. The revised completion date reflects the inclusion of a new summer program of works.

• **Child Care Centre upgrades** – The Project is approximately 98% complete, with some very minor items remaining outstanding. The proposed ramp installation for Building 67 required some further investigation prior to proceeding. Preparation for the ramp works is expected to commence in September.

• **CBE Summer Refresh** – This project involved refresh work across all CBE buildings during the summer 2014/2015 break period. Additional works were requested and agreed and resulted in an expanded project scope and extension of project timeline. There is one item remaining to be completed, which will extend the project into September 2015. This program of works was funded by CBE and the budget of $1.7m remains in place.

• **ANU College of Law Level 1 Refurbishment** – Construction work is in progress and the first two of three stages of work have been completed. Construction work on the final stage is in progress, however, the as-built drawings did not reflect actual construction, resulting in a requirement for additional structural works, which will extend the project. Completion is now anticipated in October 2015. These additional works have had an impact on the timeline but the costs have been contained within the contingency and the project remains within budget.

• **School of Music Foyer Refurbishment** – Internal works were completed in July, external works are in progress and will, following a few days delay due to wet weather, be completed in early September 2015.

• **SECD Building 15, Level 1 Refurbishment** – Construction work has been completed and the refurbished space is now occupied.

• **Physics Building Stage 1 Project** – This project involves the redevelopment of the entire Physics precinct. Funding for the first stage of this project was provided in the 2014 capital works investment allocation round. The lead design consultant has been engaged with construction works not expected to commence until early 2017. The Project Control Group has been formed and first meeting has been held, with subsequent meetings to be held monthly.

• **Electricity Reduction Initiative – electricity metering** – The upgrade and installation of electricity meters across the Acton campus is underway and, as at end of August, 75% of the works have been completed. The project remains on budget and on schedule for completion at the end of October.

• **Refurbishment of buildings 42 and 42A (Peter Baume Building)** – This project involves the refurbishment of level 1 of buildings 42 and 42A. A Construction Manager has been engaged, documentation is well advanced and trade procurement is in progress. The project funding of $3,055m has been increased by an additional contribution of $200,000 provided by the Colleges of Science. Works are now expected to commence in September 2015.

• **Chancelry Annex – Building 10B and 10C Refurbishment** – This project refurbishes the area where the Finance and Business Services Division are currently located and includes part of Building 10C and the link to 10B. Construction works are in progress, and are on track for completion in October 2015.

• **College of Engineering and Computer Sciences (CECS) and the Mathematical Sciences Institute (MSI) – Co-location to new building** – This project was funded via in the 2014 Capital Works Investment allocation round. The consultant team has been engaged and concept development and planning required in relation to site identification is progressing. Construction works are expected to commence in early 2016 and be completed in mid-2017.

• **RN Robertson Building (#46) – Refurb part of Level 1** – This project involves the refurbishment of approximately 500 square metres of Level 1 of the RN Robertson Building (#46) and will support a new a joint ANU/CSIRO research project. The refurbishment project is funded as part of the research project, with funding received through a Science and Industry Endowment Fund (SIEF) Grant. A Construction Manager has been engaged, documentation is near completion and early trades procurement is well advanced. Site works will commence in September 2015 and be completed by mid-2016.

PART 5 – OTHER MATTERS FOR NOTING
• **Wayfinding and Signage** – Funding of $880,000 for the first stage of the Wayfinding project has been approved. The first stage involves two elements:
  - Replacement of the Campus “Entry Markers”. Design has been finalised and works approval and procurement/construction documentation is now being prepared, including ACT Government licencing requirements for two of the five entry marker locations; and
  - Installation of new signage in the Crawford Precinct – the nominated “exemplar” site. The required documentation has been reviewed in consultation with relevant stakeholders and is being finalised. Once complete, relevant Works Approval and procurement/construction documentation will be prepared.

It is expected that works approval will be lodged with NCA in early September 2015 with works expected to commence post approval (anticipated to be mid-October 2015).

• **New Student Accommodation** – This project is the construction of a new student accommodation complex to house 500 students. The site is on the corner of Clunies Ross Street and Dickson Road. Works approval has been submitted to the NCA and an early works package is progressing in order to complete the project to meet the 2017 resident student intake schedule.

**ATTACHMENT**

29.1 Summary of Approved Capital Works over $500k as at 16 August 2015 (842/2015)

**COMMUNICATION**

For public release ☐  For internal release ☐  Not for release ☑
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Z</th>
<th>Lead Contact</th>
<th>Fund Sources</th>
<th>Current Budget</th>
<th>Funds expended @ 16/08/2015</th>
<th>Remaining Funds</th>
<th>% Spent</th>
<th>% Completed</th>
<th>Current Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Centre For Indigenous Studies (NCIS)</td>
<td>Z157</td>
<td>Lino Fiorese</td>
<td>Building Infrastructure Fund (BIFQ)</td>
<td>$1,680,000</td>
<td>$1,680,000</td>
<td>$163,144</td>
<td>90%</td>
<td>99%</td>
<td>1-Oct-15</td>
</tr>
<tr>
<td>Acton Underhill Carpark (includes Noel Butlin Archives)</td>
<td>Z149</td>
<td>Michael Wright</td>
<td>Commonwealth NSC-ANZOG Surplus</td>
<td>$1,436,064</td>
<td>$400,000</td>
<td>$875,688</td>
<td>39%</td>
<td>40%</td>
<td>1-Jan-16</td>
</tr>
<tr>
<td>Hancock West - ITS refurbishment and move</td>
<td>Z155</td>
<td>Michael Wright</td>
<td>Central Fund</td>
<td></td>
<td>$11,700,000</td>
<td>$1,280,286</td>
<td>88%</td>
<td>100%</td>
<td>31-Jul-15</td>
</tr>
<tr>
<td>SSO Fire Recovery works program including discrete sub-projects</td>
<td>TBA</td>
<td>TBA</td>
<td>Insurance Claim</td>
<td></td>
<td>$11,840,000</td>
<td>$10,048,556</td>
<td>15%</td>
<td>10%</td>
<td>Jan-17</td>
</tr>
<tr>
<td>College of Engineering &amp; Computer Science</td>
<td>Z160</td>
<td>Tim Borough</td>
<td>College of Engineering &amp; Computer Science Fund</td>
<td>$4,850,000</td>
<td>$4,275,000</td>
<td>$2,952,230</td>
<td>68%</td>
<td>95%</td>
<td>30-Aug-15</td>
</tr>
<tr>
<td>CBE Student Hub</td>
<td>Z163</td>
<td>Lino Fiorese</td>
<td>CBE</td>
<td>$3,500,000</td>
<td>$3,417,600</td>
<td>$82,400</td>
<td>2%</td>
<td>0%</td>
<td>30-Nov-16</td>
</tr>
<tr>
<td>Child Care Centres Upgrade</td>
<td>Z164</td>
<td>Lino Fiorese</td>
<td>BIFQ</td>
<td>$1,015,000</td>
<td>$966,519</td>
<td>$48,481</td>
<td>95%</td>
<td>95%</td>
<td>30-Oct-15</td>
</tr>
<tr>
<td>CBE Summer Refresh</td>
<td>Z165</td>
<td>Lino Fiorese</td>
<td>CBE</td>
<td>$1,015,000</td>
<td>$966,519</td>
<td>$1,450,067</td>
<td>85%</td>
<td>90%</td>
<td>30-Oct-15</td>
</tr>
<tr>
<td>Col Buildings 5 &amp; 7 Refurbishment</td>
<td>Z168</td>
<td>Meetu Sharma Saxena</td>
<td>Col</td>
<td></td>
<td>$2,325,000</td>
<td>$1,257,131</td>
<td>54%</td>
<td>70%</td>
<td>17-Oct-15</td>
</tr>
<tr>
<td>SoM Foyer (Old Library) Refurbishment</td>
<td>Z170</td>
<td>Meetu Sharma Saxena</td>
<td>Central Fund</td>
<td>$887,782</td>
<td>$487,904</td>
<td>$399,878</td>
<td>45%</td>
<td>70%</td>
<td>7-Sep-15</td>
</tr>
<tr>
<td>Physics Building Stage 1 Project</td>
<td>C9501505</td>
<td>Michael Wright</td>
<td>Major Capital Works Fund</td>
<td>$50,000,000</td>
<td>$52,200</td>
<td>$947,800</td>
<td>5%</td>
<td>1%</td>
<td>2018</td>
</tr>
<tr>
<td>Electricity Reduction Initiative - Electricity Metering</td>
<td>C954001501</td>
<td>Natasha Murphy</td>
<td>Carbon Reduction Fund</td>
<td>$626,103</td>
<td>$229,684</td>
<td>$396,419</td>
<td>37%</td>
<td>60%</td>
<td>31-Oct-15</td>
</tr>
<tr>
<td>Refurbishment of Buildings 42 &amp; 42A</td>
<td>C9501506</td>
<td>Andrew Gillespie Jones</td>
<td>Savings from JCSMR - Building 54 Project</td>
<td>$2,400,000</td>
<td>$3,143,817</td>
<td>$111,183</td>
<td>3%</td>
<td>0%</td>
<td>18-Dec-15</td>
</tr>
<tr>
<td>RNB Robertson Building (#46) - Refurb part Level 1</td>
<td>Z173</td>
<td>Andrew Gillespie Jones</td>
<td>College Fund</td>
<td>$2,470,000</td>
<td>$2,400,730</td>
<td>$69,270</td>
<td>3%</td>
<td>0%</td>
<td>11-Dec-15</td>
</tr>
<tr>
<td>College of Engineering &amp; Computer Science &amp; Mathematical Sciences Institute - Co-location to New Building</td>
<td>C9501507</td>
<td>Tim Borough</td>
<td>Major Capital Works Fund</td>
<td>$25,000,000</td>
<td>$24,946,235</td>
<td>$53,765</td>
<td>0%</td>
<td>0%</td>
<td>Jun-17</td>
</tr>
<tr>
<td>Chancery Annex - Building 10B &amp; 10C Refurbishment</td>
<td>C9501515</td>
<td>Keith Wallace</td>
<td>Central Fund</td>
<td>$1,251,000</td>
<td>$983,894</td>
<td>$267,106</td>
<td>21%</td>
<td>40%</td>
<td>15-Oct-15</td>
</tr>
<tr>
<td>Research School of Social Sciences Building (New CASS Building)</td>
<td>C9501516</td>
<td>Norman MacLauchlan</td>
<td>Major Capital Works Fund</td>
<td>$50,000,000</td>
<td>$50,000,000</td>
<td>$0</td>
<td>0%</td>
<td>0%</td>
<td>TBA</td>
</tr>
<tr>
<td>Campus Wayfinding and Signage</td>
<td>TBA</td>
<td>Keith Wallace</td>
<td>Central Fund</td>
<td>$870,000</td>
<td>$870,000</td>
<td>$0</td>
<td>0%</td>
<td>0%</td>
<td>TBA</td>
</tr>
</tbody>
</table>

**SUB TOTAL**                                                                 $179,509,144 $129,889,144 $25,102,935 $104,786,209 19%
## New Active Projects in Delivery since Last Meeting

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Current Budget</th>
<th>Funds expended @ 16/08/2015</th>
<th>Remaining Funds</th>
<th>% Spent</th>
<th>% Completed</th>
<th>Current Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Student Accommodation (500 beds)</td>
<td>$53,000,000</td>
<td>$398,013</td>
<td>$52,601,987</td>
<td>1%</td>
<td>0%</td>
<td>TBA</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>$53,000,000</td>
<td>$398,013</td>
<td>$52,601,987</td>
<td>1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Approved Projects Awaiting Delivery

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Approved Funding and Funding Sources</th>
<th>Current Budget</th>
<th>Funds expended @ 16/08/2015</th>
<th>Remaining Funds</th>
<th>% Spent</th>
<th>% Completed</th>
<th>Current Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research School of Biology Robertson Building Refurbishment</td>
<td>TBA</td>
<td>$25,000,000</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>0.00%</td>
<td>TBA</td>
</tr>
<tr>
<td>Refurbishment of the Coombs Building</td>
<td>TBA</td>
<td>$25,000,000</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>0.00%</td>
<td>Staged over 2016-2019</td>
</tr>
<tr>
<td>Refurbishment of the ANU College of Law Building</td>
<td>TBA</td>
<td>$25,000,000</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>New Building for the College of Engineering and Computer Science</td>
<td>TBA</td>
<td>$30,000,000</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td>0.00%</td>
<td>2019-2020</td>
</tr>
<tr>
<td>SUB TOTAL</td>
<td>$105,000,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td>$337,509,144</td>
<td>$182,889,144</td>
<td>$25,500,948</td>
<td>$157,388,196</td>
<td>14%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Completed Projects since Last Meeting

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Approved Funding and Funding Sources</th>
<th>Current Budget</th>
<th>Funds expended @ 16/08/2015</th>
<th>Remaining Funds</th>
<th>% Spent</th>
<th>% Completed</th>
<th>Current Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>SECD Building 15 L1 Refurbishment</td>
<td>Meenu Sharma Saxena</td>
<td>$925,779</td>
<td>$775,244</td>
<td>$150,535</td>
<td>84%</td>
<td>100%</td>
<td>Complete</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>$925,779</td>
<td>$775,244</td>
<td>$150,535</td>
<td>84%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
30. ANU ENDOWMENT FOR EXCELLENCE 2014 ANNUAL REPORT TO DONORS

**PURPOSE**  
To note the ANU Endowment for Excellence Report to Donors for 2014.

**PREPARED BY**  
Director, Alumni Relations and Philanthropy

**REVIEWED BY**  
Director, Alumni Relations and Philanthropy

**APPROVED BY**  
Vice-Chancellor

**SPONSOR**  
Vice-Chancellor

**RECOMMENDATION**  
That Council note the ANU Endowment for Excellence Report to Donors for 2014 (832/2015).

**ACTION REQUIRED**  
For discussion ☐  For decision ☐  For information ☑

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

**BACKGROUND**  
The attached ANU Endowment for Excellence Report to Donors is presented annually for Council noting.

**ATTACHMENT**  
30.1 ANU Report to Donors 2014 (832/2015).

**COMMUNICATION**  
For public release ☐  For internal release ☐  Not for release ☑
2014 Report to Donors

IMPACT OF GIVING
A message of thanks from the Vice-Chancellor
From the Chancellor
2014 giving by numbers
Funds raised, received and pledged in 2014
How it helped
Who gave
2014 Annual Appeal

**Education**
Love seeks to unlock student potential
Honouring a father, husband and researcher
Changing lives and life direction
Finding magic in the flute

**Research**
High hopes for low-energy ionising radiation emission model
An enduring vision for a sustainable natural landscape
The fine structure of light

**Community**
Reimagining philanthropy
Accentuating the positives of change

**Endowment for Excellence**
President’s Message
Endowment for Excellence Board of Governors
2014 Board Members
Foundations of the Endowment

**Donor Honour Roll**
Major Benefactors
2014 Donors

**Financial Statements of the Endowment**
Income Statement
Balance Sheet
Financial Report Summary
A message of thanks from the Vice-Chancellor

Welcome to The Australian National University’s 2014 Report to Donors.

Since its establishment in 1946 with a mandate to apply the best minds to the biggest questions and advance Australia’s international standing, the University has grown to become one of the world’s leading research-intensive centres of higher learning. This would not have been possible without the generosity of both our individual and corporate donors.

This report acknowledges and celebrates you, our donors, as well as the students who have benefited from your generosity.

The year saw a significant increase in contributions from alumni with the inaugural Annual Appeal raising more than $77,000 from 738 individuals pledging gifts. More than $6.4 million (including pledges) was donated to the University in 2014. This success was also reflected in the growth of the ANU Endowment for Excellence from $241.8 million to $257 million. The Endowment distributed more than $7.8 million in support of education and research across the University over the course of the year.

This report contains stories which demonstrate the myriad of ways in which philanthropy is effecting positive change on the ANU community. From experimental nuclear physics to preserving the natural landscape, your support takes many different forms.

2014 saw the major gift-in-kind donation of software and perpetual licensing from Intelledox, the Canberra-based software company co-founded by alumni Michelle Melbourne and Phillip Williamson. With over 20,000 staff and students, the University is always looking for ways to deliver back-office efficiencies and the Intelledox donation will ensure this happens. With cumbersome and costly travel approval processes now streamlined, the donation, worth over $1 million, is expected to save many times this amount as the software is implemented across a number of processes in human resource management and student administration areas.

ANU is consistently ranked in the top 100 universities in the world, with 94 per cent of research from ANU scholars rated above world standard or well above world standard by the Australian Government’s Excellence in Research for Australia initiative. Some of our undergraduate students, however, have a tough time attending university and it was with this in mind that Emeritus Professor John Love made a very generous gift of $1.05 million to establish the Love Scholarships. Open to any field of study, the Scholarships will provide help to those who may have financial, personal or other barriers preventing them from reaching their full potential.

Research is central to everything ANU does, shaping our educational experience and our contribution to national and international policy debate. Endowment funds, like the Heavy Ion Accelerator Facility Endowment Fund, provide much needed certainty to ensure continued research opportunities. Mr Boon Lee, the 2014 award recipient, is a PhD student in the ANU Research School of Physics and Engineering. His story, on page X, shows how staff giving is expanding our understanding of metastatic cancer treatment.

People generously support ANU in ways that are significant to them. Establishing an endowment fund is one way to honour the memory of a loved one and give back to ANU. Alumnus and colleague, Dr Rob Lesslie,
who passed away in 2014, was honoured by his family with the establishment of the Lesslie Endowment, which provides research grants and scholarships for both honours and graduate students in the area of landscape conservation and ecology. It is a privilege for ANU to oversee this fund and as a community, we will ensure Rob’s passion for the environment and his dedication to his students is always remembered.

I would like to take this opportunity to acknowledge and thank the University’s Endowment for Excellence Board of Governors for their time, contributions and counsel. I also acknowledge and thank the Foundation Boards of the Endowment for their dedication and continued support.

Professor Ian Young AO

Vice-Chancellor

The Australian National University
From the Chancellor

The Australian National University (ANU) is a world-leading research institution with a vibrant, energetic campus that rivals the world’s best for student engagement, lifestyle and diversity. Throughout 2014 we have been focused on change and renewal, ensuring the future of this great institution is as exceptional as its history.

I take great pleasure in recognising two alumni for their generosity and ingenuity. This year saw Intelledox entrepreneurs and ANU graduates Michelle Melbourne and Phillip Williamson redefine the shape of modern philanthropy with a major gift-in-kind donation of high-technology software to streamline the University’s administration processes. The gift is worth more than $1 million, but the true value of the donation is immeasurable as it will transcend the University’s ability to collaborate efficiently.

Emeritus Professor John Love’s gift of over $1 million to establish the Love Scholarships is truly inspiring. The Scholarships will encourage and support students who may have financial, personal or other serious and sustained barriers to them reaching their full academic potential. In addition to his 40 years with the University, John’s act exemplifies the culture of philanthropy we are building at ANU. The gift will fund up to five annual scholarships, across all disciplines, with a sixth dedicated to John’s academic home – the Research School of Physics and Engineering.

ANU has grown to become one of the world’s leading research-intensive centres of higher learning. An education at ANU is informed by the latest research and built on the belief that students should be constantly challenged to discover new skills and ways of thinking. Research scholarships and prizes, such as the Steven Klimidis Memorial Prize for Clinical Psychology, and Leonard and Margaret Doman Undergraduate Scholarship for Flute, were established as a wonderful way to remember family, friends and colleagues. The stories behind these awards are of dedication to students, honouring loved ones and preserving passions and I encourage you to read them in this report.

I recognise and thank all 738 alumni who pledged so generously during the University’s 2014 inaugural Annual Telephone Appeal. While philanthropic giving is an important source of revenue for the University, there are many ways for alumni to give back to their alma mater as the University re-connects with past graduates and engages through volunteering, networking and recognition programs.

I also recognise our donors who continue to give over many years. An intriguing story within these pages tells of a 50-year association with ANU. This loyalty – be the financial contribution large or small – is to be applauded.

This publication is dedicated to you – our supporters. It is your commitment which continues to shape the future of ANU and the lives of many at this great institution. On behalf of the entire ANU community, and together with the Vice-Chancellor, I extend our heartfelt thanks. We are truly grateful.
Professor the Hon Gareth Evans AC QC FASSA FAIIA

Chancellor

The Australian National University
2014 GIVING BY NUMBERS

FUNDS RAISED AND PLEDGED IN 2014

$257.03 million = value of the Endowment

$6.4 million = new funds raised for the University (includes written-off pledges and gifts-in-kind, excludes philanthropic grants)

$5.74 million = funds received for 2014 (includes gifts-in-kind, excludes philanthropic grants, written-off pledges and pledges)

$186,369 = given to ANU by staff through the Workplace Giving Program

$1.05 million = largest pledge in 2014

HOW IT HELPED

258 scholarships awarded

292 prizes awarded

$7.8 million

WHO GAVE

1475 total donors

29 international donors

1446 Australian donors

999 new donors

476 existing donors

784 alumni donors

691 other donors

[ENDS]
2014 Annual Appeal

Annual Giving is all about creating a community of donors and supporters committed to enhancing opportunities for the ANU, its students, faculty and staff. Whether it is through the University’s Telephone Appeal, Day of Giving, or Student Philanthropy Program – Annual Giving is the most direct way to have a positive impact on the rich educational experience that touches the entire ANU and broader ACT communities. Every gift, whatever its size is valuable and invested in our students and research immediately. Central to the ANU Annual Giving Program is The ANU Fund.

The spirit of The ANU Fund is that it should provide evident aid and support to worthy projects that are of primary and direct benefit to the student body in particular, and to the wider University community more generally. The ANU Fund is all about creating an immediate impact on the University and contributions from alumni, friends, donors, staff, and students will be used to increase scholarships, strengthen teaching facilities, fund community activities and promote innovative research.

In 2014, as part of the launch of the Annual Giving Program, the University conducted its inaugural Telephone Appeal. This was the single biggest outreach program ever undertaken by ANU. Connecting with over 4,500 alumni across Australia – the stars of the show were undoubtedly our student callers. For six weeks every night, a conference room on campus transformed into a vibrant and energetic call centre. Staffed by 38 dynamic and passionate individuals, our callers reflected the diversity of the ANU student cohort and included students at different stages of their academic journey – from first year undergraduates to PhD candidates. We were overwhelmed with the generosity of our alumni. People not only shared stories, experience and advice with our students, but 738 individuals pledged in excess of $77,000. We look forward to sharing the impact of their generosity with you.

[ENDS]
Love seeks to unlock student potential

While the best and the brightest are often targeted in scholarship schemes, Emeritus Professor John Love has taken a slightly different tack in his initiative to support talented undergraduates at ANU.

In establishing the ANU Love Scholarships, John is seeking to encourage and support students who may have financial, personal or other barriers to them reaching their full academic potential.

“There are a lot of scholarships for the smartest people, and that’s fine. But I really want to help people who have potential, but who for some reason there are impediments. They are talented academically, but something is holding them back,” said John, Emeritus Professor in Photonics in the Physics Education Centre at the ANU College of Physics and Mathematical Science.

John has seen firsthand how a little financial support can make a big difference for people who have had setbacks in life and has helped friends in the past. He is hopeful that these scholarships – for which he has pledged more than one million dollars – can help capable students reach their personal best.

The first of up to five Love Scholarships, which are open to students in any field at the ANU, will be awarded in 2016.

Born in the UK, John studied mathematics at Cambridge University, before completing his doctorate at Oxford University. He went on to study physics at the University of California in the US and the University of Toronto in Canada, before moving to Australia in 1973 to take up a position with ANU.

At the time, John had never heard of fibre optics, the field in which he would spend more than 40 years researching and teaching at the University.

He said the timing of his entry into photonics was “fortuitous”.

“Here we are today with over 95 per cent of the world’s communications going through optical fibre,” he said, adding that, internationally, fibre optics are now being laid at three times the speed of light.

In announcing the scholarships, ANU Vice-Chancellor Professor Ian Young, thanked John for this “wonderful contribution” and said the “extraordinarily generous” gift would help students to reach their full potential.

John says he has enjoyed a simple life in Canberra and with no family to support, he looks forward to seeing how the Love scholarship can bring out the best in these committed students.

“Life has been very generous to me and Australia has been very generous to me,” he said. “This is one way I can put something back into the system that will help other people.”

[ENDS]
Honouring a father, husband and researcher

Making time for students was always a priority for clinical psychologist and academic Associate Professor Steven Klimidis.

“His students loved him because he would always sit and explain things to them,” said Nadia Ranieri of her late husband, who died suddenly of a heart attack in 2008.

“He was always someone who would help other people. Many times he was home late because a student would approach him at 6pm.”

So when Nadia thought about ways in which she could honour her husband’s extensive research and work in clinical psychology, it was an easy decision. She sought to establish a prize to reward and support students at ANU.

Steven completed his PhD (Clinical Psychology) at ANU in 1988. Nadia says it was at the University that Steven found his passion for research and his academic direction.

Having immigrated to Australia from Greece at an early age, Steven had a strong affiliation with immigrant populations and became a pioneer in the field of transcultural mental health. In his roles as assistant director of the Victorian Transcultural Mental Health and Associate Professor in the University of Melbourne’s Centre for International Mental Health, Steven worked tirelessly to advance the knowledge and understanding of the mental health of people from culturally and linguistically diverse backgrounds, including asylum seekers.

Recipient of the inaugural Steven Klimidis Memorial Prize in Clinical Psychology, Dr Kristen Murray said she was surprised and pleased to receive the prize, which is awarded to higher degree research students at the ANU Research School of Psychology.

“I was just really honoured and humbled,” says Kristen, who completed her PhD in Clinical Psychology in 2013 and is now teaching in the University’s Research School of Psychology and working at a specialised obesity service.

Nadia attended the award ceremony with her and Steven’s young children, Nicholas and Anna. Establishing the prize, she explained, also serves to inform the children of their father’s significant contribution to research in clinical psychology and mental health. “It’s very important to me that the children learn more about their father’s work.”

She described Steven as a creative and generous man, and a diligent and determined researcher who never courted the limelight.

“Steven was quiet and passionate about his work. He just got on with it. He was never one to stand on podiums or ring bells. This is a way of acknowledging him”.

[ENDS]
Changing lives and life direction

Errol Gracias, the inaugural recipient of the Bill Packard Scholarship, has first-hand experience of the impact of giving.

“Like most people, I’ve always supported philanthropy in theory but it was a blind venture as I was never exposed to it. Being awarded the Bill Packard Scholarship for accommodation at Bruce Hall has made me see that giving to scholarships surely changes lives. And not just my life, but the people around me who I impact and who impact on me.”

The son of first generation Indian migrants, Errol is the first one in his family to attend university. If not for the Bill Packard Scholarship, he would not have been able to attend ANU. For Errol, the Scholarship has made the difference to his ability to study Law and Commerce.

“My family is very important to me and they’ve always provided both the financial and emotional support I need to help me achieve my goals. However, as I’ve grown older, it is extremely important that I make my own way in the world and seek avenues of financial support for my education.”

The Bill Packard Scholarships were established as part of the 50th anniversary celebrations of Bruce Hall in memory of William (Bill) Packard AM, the Foundation Warden of Bruce Hall. Bill’s legacy eases the financial burden by covering the first full year’s accommodation expenses, approximately two-thirds of this expense in the second year, and roughly half in the student’s final year.

“Coming from a small town in south west Victoria, the move to Canberra could have been tough. Bruce Hall culture is built on the foundation of acceptance and striving to better each other and oneself. Every Bruce Hall resident is friendly and makes you feel welcome, and this acceptance has had a huge impact on my state of wellbeing. Being in the company of a diverse group of high achieving students has given me unfettered access to resources and facilities that is maximising my university experience in academic, sporting, extra-curricula and social areas. It also gives me the opportunity to support other students in their endeavours. I cannot imagine not being a Brucie,” said Errol.

Errol’s current career goal is to pursue a career in management and he credits the scholarship with opening his eyes to new career directions.

“Receiving this Scholarship has put me in a position to achieve my full potential. The person I become from now on is largely due to the generosity of the donors. Living at Bruce Hall, you just feel like you have grown in different ways. I have been able to find my own two feet in a much more competitive world and I owe it all to the Scholarship.

“Giving to any scholarship at ANU is a great way to contribute to society,” said Errol.

“I’d like to find a way to pay forward the kindness and generosity shown to me. Giving truly is a way to change lives.”

[ENDS]
Finding magic in the flute

Eliza Shephard may well have sibling rivalry to thank for her love of the flute. Eliza and her younger sister followed in the footsteps of their pianist father in taking up the piano at a young age.

But finding that her sister was the better pianist didn’t sit well with the young, ambitious Eliza. So at age 10, Eliza decided to try her hand at the flute.

It was a serendipitous decision, with Eliza going on to excel in flute performance and head to ANU, where she enrolled in the Bachelor of Music in Flute Performance in 2012.

Winning the Leonard and Margaret Doman Undergraduate Scholarship for Flute in her first year of study was music to Eliza’s ears.

“The scholarship has been incredibly helpful,” Eliza said. “The stability of funds has been really beneficial, allowing me to invest in lessons and other professional development.”

The Leonard and Margaret Doman Scholarship is offered by the ANU College of Arts and Social Sciences. The scholarship was established in 2000 in honour of the parents-in-law of Professor Deane Terrell, who was ANU Vice-Chancellor from 1994 to 2000.

In 2015, Eliza will complete her Honours, for which she is majoring in extended techniques with the flute. While she is enjoying her studies and teaching flute, her goal is to pursue a career in solo flute performance.

“I have always wanted to tour as a solo flautist and just show the world what I have to offer as a musician,” she said.

In 2015, Eliza will fly to New York to participate in a four-month intensive course with internationally renowned flautist, Robert Dick. She is one of only eight flautists from around the world who will participate in this course.

Eliza is thankful that flute performance has been so well supported at ANU. The flute can sometimes be overlooked, she said. “For the ANU to have a flute-specific scholarship is great.”

[ENDS]
High hopes for low-energy ionizing radiation emission model

Understanding the precise emission rates of low-energy ionizing radiation is essential to the effectiveness of targeted cancer therapy and researchers at ANU are seeking to map the energy output of commonly used radioisotopes.

Mr Boon Lee, PhD student at the ANU Research School of Physics and Engineering, is trying to model the decay of the entire atom after nuclear decay to produce a full energy spectrum for medical isotopes.

“The information can be passed onto medical researchers so they can understand whether certain medical isotopes can do enough damage to cancer cells to be effective,” Boon said, adding that this type of targeted therapy is ideal for metastatic cancer. Metastatic cancer is one that spreads from the part of the body where it first started to other parts of the body and can often be targeted with low-energy electrons.

Boon explained that once the computational model is complete, the group will publish a full database of the energy spectrum of medical isotopes.

For his research, Boon received a Heavy Ion Accelerator Facility (HIAF) Endowment Fund award in 2014.

The HIAF Endowment Fund was created in 2012 by Professor David Hinde, then Head of the Department of Nuclear Physics; Emeritus Professor Keith Fifield, then Director of the HIAF; and Professor Mahananda Dasgupta, an Australian Research Council Australian Laureate Fellow.

Initially the three researchers wanted to offer technical staff at the Department of Nuclear Physics career advancement opportunities that would not otherwise be available. Following further generous gifts, the Endowment is now providing support to other Department members beyond the accelerator staff, like Boon.

The award has allowed Boon to travel overseas to spend time with collaborating research teams in Sweden, France, Denmark and Switzerland. These international teams are working across both physics and medical research and are focused on fine-tuning the model.

“We want to know that the answer that is getting out is accurate” said Boon.

[ENDS]
An enduring vision for a sustainable natural landscape

Dr Rob Lesslie always had his eye on the big picture. As one of the country’s leading geographers and natural scientists, Rob was passionate about the protection and sustainable use of Australia’s natural environment.

“Rob had a broad vision,” said Lynne Alexander of her late husband, who died from cancer in March 2014. “He was interested in the large-scale, and on significant impacts on the landscape.”

When Rob’s family were considering how to honour Rob’s extensive contribution to natural resources evaluation and management, they followed Rob’s wish that an endowment be established at his alma mater, ANU, to encourage ongoing research efforts in this area.

The Lesslie Endowment supports applied research in landscape conservation and ecology, promoting better protection and increased resilience of natural Australian landscapes and ecosystems against the background of a changing climate, population and other threats.

Rob graduated from ANU with a PhD in geographical sciences in 1998 and among many government and private appointments, became Director and Principal Scientist of the Land Use and Management Program in the Australian Bureau of Agricultural and Resource Economics and Sciences.

Of Rob’s many accomplishments in his 30-year career, standout achievements included his involvement in the establishment of the Wilderness Protection Act in South Australia in 1992 and the subsequent gazettal of more than 1.8 million hectares for protection as wilderness areas, and his coordination of the first nationally consistent land use and management program.

Rob was also instrumental in developing the Australian Government's National Wilderness Inventory program (1986–1996). Most recently, Rob developed a Multi-Criteria Analysis Shell for Spatial Decision Support – a software tool to aid land resource evaluation and planning widely used in Australia and overseas.

Reflecting on Rob’s work, Emeritus Professor Henry Nix, Professor at the Centre for Resource and Environmental Studies at ANU from 1986 to 2002, wrote in The Canberra Times: “Future generations will come to value his research contributions to key questions of conservation, land management and sustainability. Rob was just reaching the pinnacle of his creative contributions and Australia and the world is the poorer for his loss.” [6 June 2014]

Lynne said Rob was a firm believer in the power of cooperation and the sharing of information. “In a quiet, diplomatic way, Rob was able to achieve so much in his career.”

[ENDS]
The fine structure of light

Initially a mathematics student, Mahasen Sooriyabandra came to ANU to study Honours in Physics at the Research School of Physics and Engineering. He still uses his mathematics in his research, which is based around understanding the fine structure of light.

“The reason I decided to study physics was because I wanted something that was mathematical but had a physical basis to it. It is just really interesting – a nice mix of mathematical topology and physics, which I think is rare.”

Mahasen, originally from Melbourne, was always interested in further study.

“I wanted to do honours and ANU seemed to have an outstanding research department,” said Mahasen.

“There are an extraordinary number of researchers doing an extraordinary number of things, in an extraordinarily diverse range of fields. I think that’s what makes ANU great, you have all these combinations of research going on together.”

Mahasen’s transition to ANU was made possible by winning a Dunbar Honours Scholarship. The Scholarship offers a $25,000 package including accommodation assistance and a mentoring and networking program.

“I don’t think I would have had the financial mobility to come to ANU if it hadn’t been for this generous scholarship. I would have missed out on so many experiences that have been beneficial to me as a student and as a researcher.”

Mahasen now plans on doing a PhD at ANU.

When asked about what it was like living in Canberra, Mahasen said, “I like it here, there are a lot of things I wouldn’t have done if I stayed in Melbourne, and where else do you have a mountain, a lake and a river within walking distance?”

[ENDS]
Reimagining philanthropy

It was while stuck in traffic on a wintry Canberra evening in 2013 that local entrepreneur and ANU alumna Michelle Melbourne first had the seed of an idea.

Michelle was listening to an ABC radio interview with ANU Executive Director (Administration and Planning) Chris Grange, who was outlining efforts to find $51 million in savings after Federal Government funding cuts. Michelle felt certain that Intelledox – the software company she co-founded with her husband and ANU graduate, Phillip Williamson, in 1991 – could deliver back-office efficiencies to help soften the financial blow, but wasn’t sure how a relatively small company could collaborate with a giant like ANU.

The answer came in the form of a donation of the company’s Infiniti software and perpetual licensing. As proud ANU alumni, Michelle and Phil were keen to share their success in building a global software firm and to put their “innovation in the hands of innovators”.

The timing of the gift couldn’t have been more right. The University had been struggling to streamline its cumbersome and costly travel approval process for two years.

Lakshmi West, director of the ANU Intelledox Digital Transformation Centre (established in September 2014), says travel administration had been costing ANU up to $2.2 million annually and required staff to complete as many as 12 different paper forms when seeking approval to travel. It took just seven weeks to design and develop an automated and integrated travel approval system ready for testing. “It was remarkable what we could achieve in such a short period of time,” Lakshmi said.

The digitalised travel approval system has been rolled out across ANU and streamlined the process from travel approval to travel diary management and per diem claims. The automated system also enables the University to capture valuable travel data for planning and analysis, and to quickly locate staff in times of crisis.

Intelledox solutions will also be implemented across a number of key processes in human resources and student administration. Lakshmi says the ANU Intelledox Digital Transformation Centre is an inspiring and rewarding place to work.

“It’s a donation that is easing the administrative burden for the University and transforming the way we work,” she said, adding that the versatility of the Intelledox software will see efficiencies delivered across many administrative areas.

The donation is worth over $1 million, but it is expected to save ANU many times this amount. Chris Grange noted the real value of the gift will be in what the University does with it.

“For two ANU alumni to offer a solution to one of our biggest problems is terrific,” Chris said at the announcement of the donation. “This gift could well be worth more than $10 million to the University.”

[ENDS]
Accentuating the positives of change

In the 120 years since its establishment, the Commercial Representatives’ and Agents’ Association of Australia (‘Association’) has seen a lot of change in the business world.

It seems fitting then that the Association sees managing change as a key challenge for economics graduates and seeks to support and encourage students at The Australian National University (ANU). The Commercial Representatives' and Agents' Association of Australia Limited Prize, offered by the ANU College of Business and Economics, is awarded to the student who achieves the best results in Economics III, Honours.

Association secretary William Fullerton said: “Given the longevity of our organisation and the necessary adjustments over many years to meet the challenges associated with change in business and commerce, it is hoped that these successes will encourage students in this faculty to adopt a positive approach in the pursuit of the challenges of change.”

The Association was established in 1895 to support and improve conditions for individual commercial travelers and their affiliated associations, and has evolved to meet the current challenges in business, sales and marketing. They have been supporting the economics prize annually since 1980.

Nawaaz Khalfan, recipient of the 2013 prize, said that while the financial benefit was welcome, it was the recognition of effort that was most appreciated.

“It’s a very big boost,” said Nawaaz, who is now tutoring and researching in microeconomics at ANU, and plans to further his studies by completing a PhD. He added that the benefits of such prizes went beyond those who win. “It’s an incentive for all students to study hard and interact with the course.”

Philanthropy has been a consistent focus of the Association, which has supported hospitals, children’s charities and community events, and was bestowed Royal patronage in 1920 for its charitable efforts. The Association’s generosity to ANU dates back more than 50 years, and was noted in a letter to the association from Queen Elizabeth II during her 1963 visit to Australia.

And it looks like the Association’s longtime support of ANU is set to continue.

“Given our inherent philanthropic culture, we look forward to continuing our support to the University through this award,” said William.

[ENDS]
Endowment for Excellence

President’s message

Thanks to your generosity the Endowment continues to grow and support the ANU community in wonderfully diverse ways. Throughout 2014 we continued to see benefits of the investment the University has made in philanthropy across the institution and the Endowment for Excellence Board of Governors is proud of what the Endowment has helped ANU achieve in 2014.

The year began with the announcement of two graduates – Michelle Melbourne and Philip Williamson – donating their company’s software to ANU. The Intelledox gift offered another way for the community to think about philanthropy and its impact. This gift is transforming the way ANU does business. As Michelle aptly put it, “putting innovation into the hands of the innovators”.

The year ended with the announcement of Professor John Love’s gift of $1.05 million to support the Love Scholarships. An extremely generous gift from a member of the University’s academic staff, these Scholarships will help students overcome hardships which might otherwise prevent them from achieving their dreams.

A highlight for Governors this year was visiting the phone room during the University’s very successful inaugural Annual Appeal to its alumni body. There was certainly high energy in the phone room as we watched student callers converse with alumni and compare stories of their time at ANU.

In the course of the year the University awarded over 550 prizes and scholarships, and distributed over $7.8 million for education and research across the University.

The University’s eight Endowment foundations highlight the myriad of disciplines supported through a bequest or major gift and support activities from the promotion of diversity and inclusion to ecological study tours at Kioloa. On behalf of the Board, I extend our thanks to the Foundation Chairs and members for their advocacy and involvement. These positions are voluntary and held by esteemed members of the Australian community and we deeply appreciate their support.

The Board continues to work with the University to build alumni relations and philanthropy at ANU. The expansion of the University’s fundraising capacity continues to evolve and with it, so does the remit of the Board of Governors. We remain, first and foremost, ambassadors for the University and its fundraising activities.

This is my final year as President of the Board of Governors and I feel privileged to have served in this capacity. As an alumnus and a ‘Brucie’, I have been connected to ANU for many years and, I hope, many years to come.

I would like to commend to you the new President, Dr Vince FitzGerald who was appointed to this position on 8 December 2014. Dr FitzGerald was appointed as a Governor on 1 June 2014; is a director of a leading consultancy in public policy and economics and has previously held senior positions in the Commonwealth. He sits as a director on a number of philanthropic organisations, including the Graham and Louise Tuckwell Foundation and from 2004 to 2014 he was a member of the ANU Council.
Dr FitzGerald’s extensive management and governance experience is already an asset to the Board and will no doubt bring this to bear in his role as President. I will remain on the board as a Governor and look forward to working with Dr FitzGerald and colleagues.

In our voluntary capacity as Governors we see and hear many wonderful stories of how your generosity has helped. I would like to take this opportunity to extend to you my personal thanks for your belief in ANU. With your support you are changing the lives of Australia’s best and brightest at one of the world’s finest institutions.

On behalf of the Board of Governors, thank you.

Anthony Hartnell AM
President, Board of Governors
Endowment for Excellence
Endowment for Excellence Board of Governors

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

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Jennie Cameron AM
BA ANU, FAICD, EMFIA
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Social Enterprise Development Consultants

David Chessell
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President, ANU Postgraduate and Research Students' Association (PARSA) President

Arjuna Mohottala (Term ended June 2014)
BSc (Hons), MBA (Finance), MDEC ANU, ACMA, CPA
President, ANU Postgraduate and Research Students' Association (PARSA) President

Robyn Watts
BA ANU, MA Reading, GradDipBusMgmt Canberra
Various Board Directorship roles

Cameron Wilson (Term ended November 2014)
President, ANU Student’s Association

2014 Report to Donors: Impact of Giving

ANU ENDOWMENT FOR EXCELLENCE ANNUAL REPORT TO DONORS 2014
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MBA (Exec) UNSW
Director, Alumni Relations & Philanthropy, ANU

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

The overall pool of funds and investment strategy for the Endowment is overseen by the University Investment Advisory Committee, in consultation with the Director of Alumni Relations & Philanthropy. For more information visit services.anu.edu.au/planning-governance.

The ANU Code of Practice for Philanthropy is adapted from the Australian Vice-Chancellors’ Committee, Universities Australia 2000, which details the rights and obligations between donors and the University. To read the Code visit anu.edu.au/giving/recognition.
Foundations of the Endowment

Herbert and Valmae Freilich Foundation

The distinguished Professor Daniel Bar-Tal from the School of Education, Tel Aviv University delivered this year’s Herbert and Valmae Freilich Foundation’s Annual Lecture in Bigotry and Tolerance. Professor Bar Tal’s lecture addressed the question of why it is so difficult to peacefully resolve intractable conflicts that plague our globe.

Our second public lecture, The Alice Tay Lecture in Law and Human Rights tackled the issue of the right to freedom of speech versus the right to be free from racial vilification. Race Discrimination Commissioner Dr Tim Soutphommasane, whose thinking on multiculturalism and national identity has influenced debates in Australia and Britain, explored the history of federal racial vilification laws and the rationale for legal protections against racial harassment. Both of these lectures can be viewed on our newly designed website (freilich.anu.edu.au).

In 2014 the Foundation established an annual Early Career Researchers Small Grant scheme. The scheme assists research into the causes, the histories and the effects of ethnic, cultural, religious and sexual bigotry and animosity as well as exploring how such intolerance can be combatted and co-existence promoted. Dr Peter Balint, University of NSW, Canberra was the first successful inaugural recipient with his book project on Respecting Toleration: Intolerance, Bigotry and Accommodation. The second grant was awarded to Dr Anna Boucher, University of Sydney, and Dr Joseph Toltz, Sydney Conservatorium of Music, for their project Songs of the Camps: The First Holocaust Songbook, a recording and book of songs written in the camps during the Holocaust.

The Foundation also convened a postgraduate workshop on revisionist histories. This workshop was structured around Professor Marnie Hughes-Warrington’s book Revisionist Histories.

Two new board members were welcomed to the Foundation in 2014: Professor Suzanne Rutland from Sydney University and Mrs Sheryl Moon Chief Revenue Officer, Eway. The Foundation also welcomed three new friends: writer Alexis Wright; former Australian National University Chancellor Peter Baume AC; and comedian John Clarke.
**Sir Roland Wilson Foundation**

Four new scholars were selected to join the Sir Roland Wilson Foundation Scholarship program in 2014. Camille Goodman, Nathan Deutscher, Marie McAuliffe and Katy Smith have all since commenced their studies at ANU.

The Foundation now has a total of 17 scholars and is looking forward to the graduation of the first cohort in December 2015. In twenty years there will be over 60 graduates from the program which will form an important alumni network for the University and the public sector.

The Foundation also played an important role in policy debate hosting a number of roundtable discussions and public lectures – with the aim to bring together academics and policy makers. Professor Jeffrey Sachs, Director of the Earth Institute and renowned climate change expert, gave this year’s annual lecture. Over two days, Professor Sachs met with public sector and government officials, as well as leading academics from across the country to talk about this important issue.

2014 saw the inaugural Sir Roland Wilson Scholars Kioloa retreat. Scholars met with Board members and other prominent figures in the Australian Public Service over two days to discuss their research and the impact that it will make on Australian public policy. It is anticipated that this will become an annual event and will grow in scope.

A number of scholars took the opportunity to travel internationally to present at conferences, to conduct field work and to meet with international experts in their field of study. Using the generous travel stipend provided by the Foundation, scholar Paul Hubbard has taken the opportunity to be based at the Peking University in Beijing for 12 months where he will investigate firsthand Chinese State-Owned Enterprises and how these will affect the long-term trajectory of the Chinese economy.
The ANU School of Music Foundation

Dedicated to enhancing the School of Music’s vision for excellence in music performance and education, in 2014 the Foundation strengthened its linkages with key supporters and donors including the Friends of the School of Music.

Canberra CBD Limited again provided generous funding, reinforcing the link between live music and a vibrant city. This support enabled an outstanding series of concerts by the Australian Haydn Ensemble, the 2014 ANU School of Music Ensemble in Residence.

Hindmarsh, also a valued continuing supporter, provided funding for the School’s major production of Monteverdi’s opera *L’Orfeo*. A special donor and friend’s reception to thank guests for their support preceded the performance held on 22 August 2014.

The ANU Winter Jazz Festival brought together internationally and nationally acclaimed jazz virtuosos and educators with the Foundation’s support. It featured the School’s Distinguished Artists in Residence Mike Price and Miroslav Bukovsky.

A partnership with the Embassy of the Republic of Poland and the Friends of Chopin Australia provided another international focus with the Second Australian International Chopin Piano Competition. The competition focus is on returning to the poetic lyricism of Chopin’s time, playing Chopin as he would have played. The winner of the first prize, valued at $25,000, was Kotaro Nagano from Japan. Valued supporters included the Pratt Foundation, Yamaha Australia, Christine Goode, Council of Polish Organisations in the ACT, Friends of the School of Music, and Theme & Variations Piano Services.

The Endowment for Excellence’s pool of scholarships and prizes continued to assist high-achieving students to pursue excellence in performance. In addition, a generous bequest from the Joan Thorp Estate enabled the School to support vocal studies in particular.

In other activities, planning started on building new connections with alumni and the business community in advance of the School’s 50th birthday in 2015.
The Edith and Joy London Foundation

The Edith and Joy London Foundation supports our most valuable ecological gift within the Endowment. Nestled into the vivid green escarpment on the south east coast of Australia, the Kioloa coastal campus and field station spans beach and lagoon environments, traditional rural land, eucalypt forest and rainforest catchment and overlays a deep indigenous past.

The cultural and ecological value of the property was celebrated when, in 1975, Joy London donated her 348 hectare home to ANU. She stipulated that her property, with all its myriad of uses and intrinsic natural history be conserved for the purposes of teaching and research, and thus binding it tightly in perpetuity with the University’s core values.

Dr Nerilee Flint from the Division of Student Life coordinated a wonderful opportunity for high school students from Moruya, Batemans Bay and Ulladulla which focused on careers in science, called “Who are Scientists?” Over 100 students spent the day at the coastal campus engaging with scientists from the Acton campus.

The combination of diverse ecosystems and high quality field services also attracts researchers from around Australia. Dr Warwick Grant from Latrobe University uses his Gates Foundation support to seek avenues for combating African River Blindness by studying local native mammals.
The John Curtin Medical Research Foundation

The John Curtin Medical Research Foundation (Foundation) had another successful year, with many goals achieved in its aim to support medical research at ANU.

The highlight of the year was the Foundation’s second Annual Dinner, where over 200 guests were honoured to hear from the special guest, Nobel Laureate Professor Robin Warren. Professor Warren discussed the science that led to his and Professor Barry Marshall’s discovery of the *Helicobacter pylori* as the cause of peptic ulcers. The Foundation was also able to reach its goal of purchasing a $1.2 million intravital microscope for The John Curtin School of Medical Research (JCSMR), thanks to generous donations on the night from The John James Foundation and Janice and Ron Parker. The Foundation Board is very grateful for all the donations it has received over the past two years culminating in this much-needed purchase.

In addition this year, we produced three high-quality newsletters which highlighted the excellence of medical research at ANU. I would particularly like to thank Ken Begg, Dr Peter Jeffrey and Dr Madeleine Nicol for their superb efforts in producing this popular newsletter.

Another 2014 highlight for the Foundation was the appointment of Professor Ross Hannan as the first Centenary Chair of Cancer Research at JCSMR. The Foundation played a very significant role in achieving $1.5 million in support from the ACT Government to partner with ANU to achieve this appointment.

In February, the National Centre for Indigenous Genomics (NCIG) was launched at JCSMR. Our philanthropy colleagues, the Canberra Medical Society (CMS) which has been involved in Indigenous health projects for over a decade, donated $34,000 to support the NCIG and its important work. The CMS, in conjunction with the Foundation, will host ‘Sunday Dreaming’ on the grounds of Government House in May 2015 to raise further funds and increase awareness about the work of the NCIG.

The Foundation has greatly enjoyed engaging with all those donors who have supported our projects and medical research at ANU throughout 2014. I would like to thank each and every one of those donors on behalf of the Board for their generosity and passion for life-changing medical research. We could not have achieved our goals without you.
The Tuckwell Scholarship Foundation

The Tuckwell Scholarship Foundation was established to steward and manage the generous $50 million Tuckwell Gift to ANU which enabled the Tuckwell Scholarships. 2014 was a year of new beginnings: the inaugural cohort of Tuckwell Scholars commenced their studies at ANU; the first Tuckwell Fellows were appointed to provide mentoring and academic support to the Scholars; Pro Vice-Chancellor Professor Richard Baker was appointed as the Head of Scholars House, the heart of the program, and was tasked with developing an enrichment program in conjunction with the Fellows that will endure over time.

In addition, a new online application system was developed and successfully deployed for the 2014/15 applications. The Scholarship, valued in 2014 at over $20,000 p.a. for up to five years of study, attracted over 500 applications from year 12 students located across the country. Seventy-five students were invited to attend the interview weekend in Canberra and of these 20 new Tuckwell Scholars will commence at ANU in 2015 for the second year of the program.

As the enrichment program started to develop the first academic dinner, hosted by Master of University House Professor Peter Kanowski, was held in September in the Oxbridge style, and proved a great success. The Scholars spent a weekend at the ANU Kioloa coastal campus, to reflect on the year and contribute to the planning of the second year of the program, and the first edition of The Bell magazine¹ was published.

2015 looks to be an even bigger year, with the commencement of the second cohort of Scholars, new Fellows, and a more fully integrated enrichment program.

¹ [http://tuckwell.anu.edu.au/the-bell-magazine/]
ANU Visual Arts Foundation

2014 was a busy year for the ANU Visual Arts Foundation (VAF). Scholarship recipient Jeremy Brown, a first year Furniture major, was grateful for the ability to purchase essential tools of the trade – a major outlay for new students – while the Visiting Artists program hosted several artists across a broad discipline area. These included:

- Printmedia and Drawing hosted Thai artist designer Wittamon Niwattichai to enhance the exchange relationship between Chulalongkorn University and the ANU School of Art (SoA).
- Glass artist Evelyn Dustan from New Zealand demonstrated her sophisticated and innovative casting processes for glass which enables her to capture and create highly intricate forms.
- Tak Yoshino, the visiting Furniture artist from Japan looked to Zazen, the tradition of Zen sitting, to design a chair suited to the individual’s ideal angle of the pelvis in order to keep the backbone curved.

In partnership with the Drill Hall Gallery visiting Australian Painting and Photography Media artists Ross Manning and David M Thomas held successful workshops in 16mm handmade film in Photomedia and in Painting. Further collaborative practices were explored with visiting Australian sculptors Andy Townsend and Suzie Bleach.

The VAF Outreach program extended to the Textiles area where visiting Australian artists Lucy Irvine and Belinda Von Mengersen participated in CRAFTLAB, led by visiting British artists and researchers Amanda Ravetz and Alice Kettle.

The VAF also launched a new Interdisciplinary Artist in Residence (International) initiative. It will allow international artists the opportunity to spend up to seven weeks at the School to engage in their creative practice as well as interact with students and staff. Lauren Kalman, a highly-respected artist and academic from the United States, was the first recipient. Kalman’s work explores abnormalities and diseases of the body through the materials and processes of jewellery and metal work.

With outreach extended internationally, this increases the VAF’s potential to attract new funds through collaborative grant applications.
The Australian Foundation for Mental Health Research

AFFIRM was created as a Foundation of the ANU Endowment for Excellence to support the Centre for Mental Health Research. To enable it to fund research across Australia, AFFIRM has become an independent foundation with the purpose of raising funds to support research into mental health. The Centre for Mental Health Research at ANU has become the National Institute for Mental Health Research and has established the National Institute for Mental Health Research Endowment to support its research and outreach including its global e-mental health services. Both AFFIRM and the National Institute for Mental Health Research look forward to continuing to work together on joint projects, and both welcome and appreciate the support of donors.
Donor Honour Roll

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Many of our donors stand out for their incredible generosity to the University over the years. Without the major support provided by these donors many scholarships, academic posts and research programs could not be sustained. Everyone at ANU is thankful for your support.

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Ms Eleanor Hing Fay
Miss Emma Hlubucek
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Human Frontier Science Program
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Mr John and Mrs Rosslyn Jackson
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The Japan Foundation
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Mr Mark Jarratt
Ms Nicole Jasinowicz
Ms Ali Jenkins
Mr Peter Jennings PSM
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Mr Benjamin Mason
Miss Felicity Mason
Mr Gordon Masters
Mrs Thelma Maurice and The Late Harry Maurice
Mr Peter Maxwell
Dr Matt May
Ms Emma Mazzaferro
Mr Phil McAleer
Mr Rohan McCarthy-Gill
Mr Gareth McCasker
Dr James and Mrs Doris McCauley
Mr James McCaw
Mr Chris McClelland
Mrs Dimity McClelland
Mrs Lorraine McCluskey
Mr Stuart McCulloch
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Dr Peter McDonald
Ms Jennifer McEniery
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Dr Hamish McGlashan
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Mr Andrew McIntyre
Mr Clinton McKenzie
Mr Alex McKenzie
Ms Suzanne McKenzie
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Ms Margaret McLeod
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Professor Ralph Parsons
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Mr Tony Patis
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Emeritus Fellow Patsy Payne
PCA People
Mr Kevin Peachey
Miss Sarah Peascod
Dr Lawrence Peh
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<td>Ms Bryony Retter</td>
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<td>Mr Toby Rey</td>
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<td>Professor John Rickard</td>
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<td>Dr Anna Rickards</td>
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<td>Ms Suzie Riddell</td>
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Mr Lothar Riebensahm
Ms Annabel Ritchie
Mr Michael Rivera
Mr Steve Robans
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Dr Stephen Roberts
Dr Melanie Roberts
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Miss Lara Soldi
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<table>
<thead>
<tr>
<th>Name</th>
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<tr>
<td>Mr Gaurav Sood</td>
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<td>Ms Phillipa Sykes</td>
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<td>Ms Rebecca Stewart</td>
<td>Mr Simon Sykes</td>
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<td>Ms Ann Stewart</td>
<td>Taipei Economic and Cultural Office in Australia</td>
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<td>Dr Rami Stiglec</td>
<td>Ms Janice Tan</td>
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<td>Dr Joan Stivala</td>
<td>Mr Junyan Tan</td>
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<td>Dr Yvonne Stolk</td>
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<td>Dr Richard Stone</td>
<td>Dr Robert Tattersall</td>
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<td>Ms Andrea Stone</td>
<td>Dr Colin Taylor</td>
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<tr>
<td>Ms Elizabeth Storrs</td>
<td>Professor Peter Taylor</td>
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<tr>
<td>Mrs Patricia Strahorn</td>
<td>Ross and Noel Taylor</td>
</tr>
</tbody>
</table>

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Ms Jackie Than
The Canberra Medical Society
The Doherty Institute
The Harper Bernays Charitable Trust
The Herbert and Valmae Freilich Prescribed Private Fund
The Journal of Pacific History Inc
The Llewellyn Choir Incorporated
The Mohamed bin Zayed Species Conservation Fund
The Plant (Aust) Pty Ltd
The Pratt Foundation
The Roy M Jackson Memorial Fund
The Sarah-Grace Sarcoma Foundation
Tall Foundation
The Tom Efkarpidis Foundation
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Miss Bridget Thomas
Mr Richard Thomas
Mr Ian Thompson
Mr Owen Thompson
Ms Elin Thompson
Mr Julian Thornton
Fiona Thornton and Robert Hennessy
Dr Karen Tindall
Miss Anita Ting

Mrs Helen Todd
Miss Tais Topal Silva
Ms Jo Topfer
Dr Fred Tosolini
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Mr Theo Tremblay
Dr Blair Trewin
Mr Alex Trimmer
Mr Clive Trott
Ms Lynn Tseng
Mr Tim Tucak
Mr Robert Tupper
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Ms Alexa Turner
Mr John Turner
Ms Mel Twidale
Mr and Mrs Tyrrell
UBS Optimus Foundation
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Mrs Phiny Ung and The Late Mr Bun Heang Ung
United Nations High Commissioner for Refugees
University of New South Wales Press Ltd
Mr Thamizh V
Mr Ahmad Vahedian Ghaffari

2014 Report to Donors: Impact of Giving

ANU ENDOWMENT FOR EXCELLENCE ANNUAL REPORT TO DONORS 2014

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<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
</tr>
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<tbody>
<tr>
<td>Mrs Betty Vale</td>
<td>Mr Ian Warrington</td>
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<tr>
<td>Mr Mark and Mrs Laurie Van Veen</td>
<td>Dr Jill Waterhouse</td>
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<tr>
<td>Ms Louise Vardanega</td>
<td>Ms Claire Waters and Mr Warren Davis</td>
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<td>Vasculitis Foundation</td>
<td>Dr Rob Waterworth</td>
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<td>Veolia Mulwaree Trust</td>
<td>Rosemary Korda and Ashley Watson</td>
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<tr>
<td>Ms Deborah Vertessy</td>
<td>Ms Marcia Watson</td>
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<tr>
<td>Dr Elvina Viennet</td>
<td>Squadron Leader Scott Watson</td>
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<tr>
<td>Ms Sarah Vincent</td>
<td>Mrs Juanita Watters</td>
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<tr>
<td>Mr Jeremy Vine</td>
<td>Ms Robyn Watts</td>
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<tr>
<td>Ms Debbie Vipond</td>
<td>Ms Valerie Wayte</td>
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<tr>
<td>Mr Peeranut Visetsuth</td>
<td>Dr Phillippa Webb</td>
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<tr>
<td>Ms Amy Vo-Van</td>
<td>Mr Tristan Webber</td>
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<tr>
<td>Mr Eric Wainwright</td>
<td>Ms Anna Webster</td>
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<tr>
<td>Mr Ron Waldon</td>
<td>Miss Kylie Wedrat</td>
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<tr>
<td>Mr Neil Waldron</td>
<td>Mr and Mrs B Weeden</td>
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<tr>
<td>Dr Alexandra Walker</td>
<td>Mr Li Wei</td>
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<tr>
<td>Mr Stephen Wallace</td>
<td>Ms Rachel Welch</td>
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<td>Mr Kenneth Walliss</td>
<td>Dr Bruce Wellington</td>
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<td>Mr Chris Walters</td>
<td>Ms Jenny Welsh</td>
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<td>Ms Chia-Jane Wang</td>
<td>Wenner-Gren Foundation</td>
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<td>Mr Zheng Bo Wang</td>
<td>Dr John Wentworth</td>
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<td>Mrs Merryn West</td>
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<td>Mr Han Wang</td>
<td>Westpac Banking Corporation</td>
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<td>Mr Carl Ward</td>
<td>Dr Annabel Wheeler</td>
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<td>Mr Tony Ward and Mrs Lorna Ward</td>
<td>Dr Guy White and Mrs Belinda Kendall-White</td>
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<td>Dr Thomas Ward</td>
<td>Mrs Ilona White</td>
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Mr Glen Whitehead

Professor Anna Wierzbicka and Dr John Besemeres

Wig & Pen

Mr Ranmadhu Wijayatilaka

Professor Jim Wiley

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Ms Evelyn Williams

Emeritus Professor David Williams AM and Mrs Margaret Williams

Ms Rosemary Williams

Mr Nigel Wilson

Dr Bill Wilson

Mr Peter Wilson

Miss Katie Winchester

Mr Michael Winnel

Mr Kane Wishart

Mr David With

Mr Brian Witty

Mr Adrian Wong

Mr Bill Wood AM and Mrs Beverley Wood

Mr Anton Wood

Mr Denis Woodhams

Estate of Dr Gwen Woodroffe

Dr Margot Woods

Mr Richard Woods

Mr Tom Worthington

Mr Alan Wu

Mr Alan Wyburn

Mr George Wyer

Mr Geoffrey Xeros

Mr Jia Xu

Mr Yezhou Xu

Miss Chen Xu

Miss Masumi Yamamoto

Mr Oulin Yang

Mr Xavier Ye

Miss Zhen Ye

Mrs Jennifer Yeats

Mrs Margaret Yeung

Dr Desmond Yip

Professor Ian Young AO

Dr Brian Young

Ms Cara Young

Ms Margaret Young

Mr Peter Young

Ms Joan Young

The Late Sir John Young

Dr Wenqian Yu

Miss Wenting Yu

Mr Steven Yu
We would like to thank our donors who have chosen to remain anonymous and those donors who support ANU through Workplace Giving. We want you to know your support is greatly appreciated.
Legacy Gifts in 2014

We thank and remember our generous bequestors.

Mr John Orde Poynton
Mr John Deakin
Emeritus Professor Bruce Chappell
Dr Gwen Woodroffe
Mrs Annie Passmore
Mr Kenneth Garven
Miss Joan Allen
Professor Vassilios Sarafis

Every effort has been made to ensure the accuracy of this report. We sincerely apologise if any error or omission has occurred. If you notice an omission or error, or would like to offer feedback on the Report, please notify donor.relations@anu.edu.au or call +61 2 6125 7812.
**Income Statement**

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<td>Investment Income (1)</td>
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<td>Other Income (2)</td>
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<td><strong>Total Operating Income</strong></td>
<td><strong>17,448</strong></td>
<td><strong>23,843</strong></td>
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<td><strong>Operating Expenditure</strong></td>
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<td>Non-Academic Salaries and Oncosts</td>
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<td>Consumables</td>
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<td>Research Conferences &amp; Travel</td>
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<td>Other Expenditure</td>
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<td><strong>Total Operating Expenditure</strong></td>
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<td><strong>7,816</strong></td>
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<td>Endowment for Excellence Operating Surplus/(Deficit)</td>
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<td>17,427</td>
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**NOTE ACCOMPANYING THE ANU ENDOWMENT FOR EXCELLENCE INCOME STATEMENT**

1. Investment income distributed by report date (all distributions for 2014 processed)
2. Other income includes any internal matching of donations from other University funds.
3. Variance between years is the timing of the China in the World investment drawdown to project account.

NB: The Alumni Relations & Philanthropy Office operating budget is not part of the Endowment budget and is reported separately in the 2014 ANU Annual Report.
Balance Sheet

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<td>Asset Revaluation Reserve</td>
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<td><strong>Total Reserves</strong></td>
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<td><strong>Endowment for Excellence Total Equity</strong></td>
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<td>241,818</td>
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| **Assets and Liabilities** |            |            |
| Financial assets          |            |            |
| Cash Balances             | 24,137     | 38,054     |
| Deposits At Call          | 13,573     | 2,002      |
| Receivables              | 632        | 734        |
| Investments - LTIP       | 194,407    | 166,376    |
| Investments - Interest Bearing Securities | 24,859 | 36,325 |
| Investments - Debt Share Holdings | 18  | 22   |
| **Total financial assets** | 257,568   | 244,568   |

| Financial Liabilities    |            |            |
| Credits                  | (1)        | (103)      |
| Provisions               | (711)      | (664)      |
| **Total financial liabilities** | (712) | (664) |

| **Endowment for Excellence Net Assets** | 257,354 | 241,818 |
# Financial Report Summary

**ANU Endowment for Excellence Financial Report Summary by Category as at 31/12/2014**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2014</th>
<th>2013</th>
</tr>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Preserved Funds</td>
<td>$30,113</td>
<td>$29,636</td>
<td>$29,147</td>
<td>$29,636</td>
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<tr>
<td>Preserved Assets</td>
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<td>$32,960</td>
<td>$32,960</td>
<td>$32,960</td>
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<tr>
<td>Unallocated Funds</td>
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<td>$657</td>
<td>$657</td>
<td>$657</td>
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<tr>
<td>Unallocated Assets</td>
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<td>$725</td>
<td>$725</td>
<td>$725</td>
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<tr>
<td>Total Endowment</td>
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<td>$29,636</td>
<td>$29,147</td>
<td>$29,636</td>
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<tr>
<td>Total Fund</td>
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<tr>
<td>Total Asset</td>
<td>$725</td>
<td>$725</td>
<td>$725</td>
<td>$725</td>
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<td><strong>Endowment Total</strong></td>
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<td>$32,361</td>
<td>$32,361</td>
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<td><strong>Less: Provisions</strong></td>
<td>($772)</td>
<td>($907)</td>
<td>($907)</td>
<td>($907)</td>
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<td><strong>Total Equity per Balance Sheet</strong></td>
<td>$297,444</td>
<td>$213,401</td>
<td>$213,401</td>
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</table>

**Notes**

1. Category adjustments for Sir Roland Wilson Foundation and Preservation Adjustment to Cambridge Funds
2. Sum of LTP, Shares and Cash on Hand
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Please select one
☐ Scholarships to support talented students regardless of background
☐ Prizes which recognise academic excellence
☐ Research projects to ensure potential is realised
☐ Indigenous scholarships to help provide equal education opportunities
☐ ANU area of greatest need
☐ Academic positions
☐ Other: ________________________________

Please accept my gift to ANU
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Donations over $2 may be tax deductible.

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Card number

Expiry ____________________________
Cardholder name (please print): ____________________________

Cardholder signature: ____________________________

Today’s date (dd/mm/yy) ____________________________

My personal details
☐ I am an ANU graduate

Title: ____________________________
Preferred name: ____________________________
Family name: ____________________________
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Postcode: ____________________________
Telephone (H): (__________)
Telephone (W): (__________)
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The Australian National University
Buildings 71 & 71T
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E donor.relations@anu.edu.au
W anu.edu.au/giving
31. ACADEMIC BOARD REPORTS

PURPOSE
To note reports from the Academic Board from meetings held on 23 June and 4 August 2015.

AUTHOR
Chair, Academic Board

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note reports from meetings of the Academic Board held on 23 June and 4 August 2015 (843/2015).

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

ATTACHMENT
31.1 Academic Board reports (843/2015)

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

Meeting No. 3/2015 of the Academic Board was held on Tuesday 23 June 2015 at 9.30am in the RC Mills Room, Chancelry.

Present: Professor Cribb (Chair), Professor Harding, Professor Hughes-Warrington, Professor Cardew-Hall, Dr Lithander, Professor Baker, Mr Erickson, Dr Gustavson (for Professor Makkai), Professor Taylor, Professor Leitch, Professor Bottomley, Professor Kirk, Professor van Leeuwen (for Professor Roberts), Associate Professor Newitt, Ms Missingham, Professor Carver, Professor Abhayapala, Professor Dovers, Professor Raymer, Professor Powers, Professor Fargher, Associate Professor van der Eng, Associate Professor Strazdins, Associate Professor Tamsitt, Associate Professor Gani, Dr Fahrer, Professor Lindesay, Dr Orthia, Professor Ireland, Professor Naomi McClure-Griffiths (for Professor Kewley), Ms Veness, Ms Spence, Mr Gill, Associate Professor Fforde (for Professor Dodson), Ms Stewart, Ms Willis.

By invitation: Professor Easteal

Observers: Ms Gouldthorp, Mr Johnson, Dr Dobbie, Dr Kennedy, Tanya Hummelstad.

Apologies: Professor Glasgow, Professor Young, Professor Corbett, Ms Mathey, Professor Makkai, Professor Huntington, Associate Professor Ferris, Professor Renz, Ms Apps, Associate Professor Sadeghi, Professor Dodson.

In Attendance: Ms Easton.

Minutes

Part 1 – Procedural Items

Item 1 Apologies and Announcements

Item 1.1 Apologies
The apologies recorded above were noted. This meeting of the Board was chaired by Professor Robert Cribb in Professor Glasgow’s absence.

Item 1.2 Announcements
The Chair, on behalf of the Board:
• Welcomed Kim-Marie Spence PARSA Vice President who is representing Christopher Wilson, the new President PARSA.
• Expressed thanks to Ben Niles the outgoing PARSA president for his contribution to the Board over the last twelve months.
• Expressed thanks to Associate Professor Debjani Ganguly for her contribution to the Board and noted that the ANU College of Arts and Social Sciences will nominate a replacement in due course.

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: 1-5, 7-16, 18, 20, 21, 26-27, 36-42. The unstarred items were dealt with as proposed in the agenda.

Resolution
The Academic Board resolved to approve unstarred items.

Item 4  Minutes
Resolution
The Academic Board accepted the minutes (368/2015) of meeting 2/2015 of the Academic Board held on 3 March 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 (803a/2014) and updates on action items as reported.

Item 6  Appeals Panel Appointments
Resolution
The Academic Board appointed the students listed in Attachment A to the Appeals Panel in accordance with section 13 of the Appeals Rules 2014 for a term of 2 years commencing on 1 July 2015.

Item 7  Confidential Items
There were no confidential items on the Agenda.

Part 2 – Information Flow

Item 8  Report from the Vice-Chancellor
The Vice-Chancellor sent his apologies for the meeting.

Item 9  Report from the Deputy Vice-Chancellor (Academic)
The Deputy Vice-Chancellor (academic) provided a written report in the Agenda papers and noted the following updates:

- Signups for edX now exceed 95,000. There are three new MOOCs coming soon.
- Congratulations to the teaching award winners. There will be an additional award established for Indigenous Education.
- The Office for Learning and Teaching budget is being halved. It is expected that the funding rate will slip below 10% this year. If you have had a grant or award and have thoughts on proposed changes please send through comments to dvca@anu.edu.au or pvc.se@anu.edu.au.

Resolution
The Academic Board noted the Report.

Item 10  Report from the Deputy Vice-Chancellor (Research)
The Deputy Vice-Chancellor (Academic) presented a verbal report, commenting on matters including:

- During June the HERDC return was finalised and signed off by the Vice-Chancellor. Thank you for the support from Colleges to get the data correct.
- ARC Centres of Excellence for funding in 2017: Expressions of Interest (EOI) application period opens in June.
- ARC laureate and Linkage grants should be announced soon.
- ERA 2015 submission: break down of the data will be released to Colleges soon, as well as a breakdown of education publications, and publication profiles to assist in understanding the quality of outputs at a discipline level.
• Medical Research Futures Fund: under discussion is who should administer those funds. There is currently on clear consensus on whether it should be NHMRC, an independent body or via block grant to areas.

Resolution
The Academic Board noted the Report.

Item 11 Report from the Chair
Resolution
The Academic Board noted the Report and comments made in discussion.

Item 12 General Question Time
The Board discussed an item that had been raised within the ANU College of Business and Economics in relation to low attendance at lectures over the last semester. It was noted that this issue was discussed at Academic Board in June 2014 and had been referred back to University Education Committee for investigation.

Comments from Board members included:

• Students may skip lectures thinking that they can catch up with the recordings, but then run out of time.
• Following on from the roll out of Echo360 and Beonics the Board is anticipating a report on the impact of lecture recordings on lecture attendance.
• More information on the reasons why students are not attending lectures would be useful as it may not be because lectures are being recorded. Possible other reasons include timetable clashes, the need to work for paid employment, family responsibilities or the recent rise in parking fees.
• Failure of the recording system can be problematic.
• It is really demoralising for teaching staff when students don’t attend.
• Students are finding lecture information from multiple sources including other university materials online.
• Where students miss listening to a recorded lecture and intend to catch up and then miss another it can start a snowball effect where they get very behind. Should ANU decide to have materials available for a limited period of time?
• Benchmarking should be undertaken to see how wide spread this issue is both nationally and internationally.
• Review of the attendance and download of lectures across colleges would be interesting. Are there areas where students are downloading and attending more? Is the quality of teaching and quality of instruction a factor? Comparison could be undertaken between use of download vs student satisfaction with the course to see if there is any correlation.
• When talking about students, it is important to note there is not one type. Seventy five percent of students live off campus. Access and equity legislative requirements mean that there must be provision for students who cannot make it to a lecture.
• The library has gone 24/7 and now get between an extra 100 and 600 students per day. Creating more learning support environments is vital.

In response to discussion points raised the Deputy Vice-Chancellor (Academic) advised that:
• Beonics data from the last semester has shown that attendance drops to around 30% after week three. Attendance declined over the semester but also across the week. Tuesday 2pm is peak attendance time. The thermal sensors will be rolling out to a bigger set of rooms for semester two, including the Union Court study area. Evidence from this semester is based on a small sample size and data will become more useful as ECHO360 and Beonics are rolled out across more venues.
• Discussion has been underway at UEC about what kind of teaching and learning is best meets the needs of staff and students. UEC is considering the issue from multiple angles, including discussion on what the University is looking for from lecture space in the future.
- Staff survey information will be important in terms of where people prefer to teach now and what the expectations may be in 5 years' time. UEC is looking to make recommendations about kinds of learning spaces we should plan to build over the next 5 years.
- There does not appear to be a correlation between a decline in lecture attendance and a decline in grades from evidence in reviews of grades over the last 10 years.
- The DLD recording is a failing system and the University is accelerating ECHO360 to ensure digital lecture capture is reliable for staff.
- It is important to design learning environments and teaching activities where staff and students can all enjoy themselves.
- Addressing the issues of lack of attendance on campus and down turn in campus businesses is precisely why ANU is looking at a revitalisation of union court. We need to move away from empty space and create critical mass. ANU does not want to be a virtual campus.
- UEC will review the multiple sources of evidence and provide a report back to the Board.

Part 3 – Strategy & Planning

*Item 13 Hot Topic: “Biobank networks, medical research and the challenge of global data sharing”. Professor Simon Easteal, Director, National Centre for Indigenous Genomics. Professor Simon Easteal gave a presentation on Biobank networks, medical research and the challenge of global data sharing. A copy of the presentation slides is available on the Board Alliance site.

The Board discussed the presentation and noted:
- What can we do about this? Can we take advantage of the tension between institutional structures/policies and the new requirements of researchers? Focus around specific, passionate engagement combined with policy and budget and combine as a steering committee consider range of things.
- Could we establish a model to find particular areas of activity or projects for development? Funding for a project manager could then support a process moving forward. The agenda for the project needs to ask what needs to be done and what prevents us from doing this? A clear decision making process and a series of recommendations need to be developed.
- How common are some of the issues with other areas? Are there systemic issues that we are not dealing with?
- Can lessons learnt from the NCIG be rolled out to other collections or specimens that relate to humans?

The Chair thanked Professor Easteal for the presentation and discussion.

Item 14 Review of International Student Recruitment and Admissions
Dr Lithander asked the Board to note the review and its scope and advised that a report is due back at the end of the month. There will be a report back to the Board and more substantial discussion at that time.

Action
Dr Lithander to report back to the Board on the outcomes of the Review of International Student Recruitment and Admissions.

Resolution
The Academic Board noted the international student recruitment admissions review and its scope.

Item 15 Key Performance Indicator (KPI) B5: Student Experience of Learning & Support (SELS)
The Deputy Vice- Chancellor gave a brief overview of the report on the responses made by Colleges in the ANU by 2020 KPI B5 spread sheet for semester 2, 2014 SELS results for courses with an agreement rate <50% and noted:
- The number of courses with an overall satisfaction rate under 50% has reduced to 7% across ANU. This is a good outcome for the entire university. The next move is to a threshold to 60% to encourage movement closer to the official KPI of 80% or above.
- A plan has to be presented for courses under 50% more than once.
- There has been positive engagement by Colleges with the academic staff empowering them to improve and move forward.
- The SELT working party report will come to the next University Education Committee meeting.

**Resolution**

The Academic Board approved the following recommendations:

1. the responses made by Colleges in the ANU by 2020 KPI B5 spread sheet.
2. the cases made by Colleges for the retention of courses with an Overall Satisfaction rate of <50% for 2 (or 3) subsequent semesters and that the DVCA will schedule a meeting with the dean and associate dean education of each of the relevant colleges to discuss.
3. The reporting requirement for the next round of SELS results will include courses with an agreement rate of <60%.

**Part 4 – Academic Quality & Standards**

**Item 16 ANU Coursework Courses Grade Distribution, 2014**
The Deputy Vice-Chancellor (Academic) provided an overview of the quality assurance reports on grade distribution for coursework courses delivered in 2014. It was noted that it was up to Colleges to have detailed discussion at the discipline level. It is not the mandate of University Education Committee to review the results of every single course.

**Resolution**

The Academic Board approved the quality assurance reports from ANU Colleges with the highest and lowest percentage of HD grades and highest percentage of Fail grades awarded.

**Item 17 Pathway Review – University Preparation Scheme (UPS)**

**Resolution**

The Academic Board endorsed the University Preparation Scheme (UPS) report and review recommendations for transmission to the Deputy Vice-Chancellor Academic for consideration and implementation.

**Item 18 Undergraduate Academic Calendar and scheduling in non-standard sessions**
The Deputy Vice-Chancellor discussed the undergraduate academic calendar and scheduling of courses in non-standard sessions. It was noted that:

- the overlap of multiple calendars can impact on students and their ability to complete a course whilst starting another.
- 15% of course offering are now outside of standard semesters.
- Scheduling of downtime for Wattle can impact courses in non-standard sessions.
- A paper on the Academic Calendar will be coming for discussion at the next UEC.

**Resolution**

The Academic Board approved the following recommendations:

1. That all undergraduate classes scheduled in non-standard sessions are offered so that they do not cross over semester dates, unless the relevant Associate Dean approves a class to cross over the semester dates and consent is required to enrol in that class; and
2. That undergraduate students are term activated for all non-standard terms.

**Item 19 PhB Working Party Implementation**

**Resolution**

The Academic Board approved the PhB Working Party implementation plan.

**Item 20 Masters Advanced Research Training Requirements**
The Deputy Vice-Chancellor (Academic) advised there had been some concerns raised about the implementation timeframe for the establish requirements for Masters (Advanced) Qualifications within the policy framework. The Deputy Vice-Chancellor (Academic) will follow up on this issue with the Pro-Vice-Chancellor (Research & Research Training) and will report back to the Board.
Action
The Deputy Vice-Chancellor (Academic) will clarify and report back to the Board on the implementation timeframe.

Resolution
The Academic Board approved the following requirements for Masters (Advanced) programs:
- The program contains a minimum 24 unit thesis;
- The research training minimum in the program must be equivalent to 12 units of summative assessment tasks at a minimum of AQF Level 9;
- Research training may be in courses dedicated solely to research training or may be embedded as one component in each of one or more courses;
- Research project/s may be in courses dedicated solely to a research project or may be embedded as one component in each of one or more courses.

Item 21 Academic Progress
Resolution
The Academic Board approved the proposed process for repeat failures in a course and that this process be incorporated into the Academic Progress Rules.

Item 22 Chancellor’s Scholars Program 2015
Resolution
The Academic Board approved the following recommendations:
1. A pilot early entry scheme (limited to 20 schools) for Year 11 students who participate in the Chancellor’s Scholars program under the following criteria:
   a. Applications for the Scholars program must be made direct to ANU.
   b. Upon successful completion of program (pass/fail) students will be offered 5 bonus points on ATAR (a cap of 10 bonus points would apply when combined with other schemes).
   c. On successful completion of the program, direct offers to ANU would be made based on predicted results verified by applicant’s school and their performance in the program (pass/fail). The offers would be unconditional to the University with a preferred program nominated. Programs will be confirmed through UAC in January Round 1 or at the release of results.
2. A review of the scheme will be undertaken by CAAC 2/2016.

Item 23 Review of Direct Entry Pilot Scheme for the International Baccalaureate (IB)
Resolution
The Academic Board approved the following recommendations:
1. The continuation of the pilot early entry scheme for domestic undergraduate applicants completing the international baccalaureate for 2 years (2016 and 2017 entry)
2. The pilot group be expanded to include all IB schools in Australia and New Zealand.
3. A communication strategy be developed to report back to participating schools any variances between predicted and final scores
4. IB entry requirements be set 3 points higher than published cut-offs for schools who provide overstated predicted scores in the previous admission year
5. That offers be issued through UAC in the December offer round
6. Pending the success of the scheme, any future reviews investigate the approval of schedule (S9002) IB Predicted Grades, recognising applicants attending IB Schools internationally.
Item 24  Continuation of the National Scholars Program early entry scheme
Resolution
The Academic Board approved the following recommendations:
1. The National Scholars Program be continued for the Semester 1, 2016 intake.
2. The applicant pool for the program will be comprised of unsuccessful Tuckwell Stage 2 applicants, and those who progressed to the interview weekend who did not secure a Tuckwell Scholarship.
3. Tuckwell Stage 2 candidates will be assessed on the basis of an interview and their Tuckwell application.
4. Offers will be made through UAC, following the plan outlined in Appendix 24B.

Item 25  Schools Recommendation Scheme (SRS) Review
Resolution
The Academic Board approved the following recommendations:
1. Approve the continuation and expansion of the successful pilot to all EAS eligible programs for SRS applicants who meet the eligibility criteria outlined in Appendix 25A and who;
   a. receive a Student Overall Rating (SOR) of between 35 (Adequate) – 50 (Exceptional) (see Appendix 25B for SRS Rater Overview)
2. Approve the release of offers in the early January Round for SRS applicants who meet the criteria above, but who have listed an ANU preference other than those approved under the SRS, and who are within 5 points of the applicable cut-offs (excluding any bonus points) and/or meet any additional selection criteria required for the listed preference.
3. Note the removal of the requirement to request applicant statements.
4. Next review the SRS in 2018.

Item 26  Review: Cases for English language equivalency received for admission in 2014
The Deputy Vice Chancellor advised that if a student is rejected on a particular sub scale (written or spoken English) and equivalency is sought, the evidence provided must demonstrate they meet the requirements for that appropriate sub scale. Anecdotal evidence in the form of a discussion with a potential supervisor where conversation is deemed acceptable is not appropriate evidence. The form will be modified so that instead of indicating the student must enrol in an English program it will reflect they must complete it.

Resolution
The Academic Board approved the following recommendations:
1. Note the Case for English Language Equivalency (CELE) report.
2. Allow international applicants completing the ACT Year 12 Certificate with a result less than 170 in English as a Second Language (ESL) T major, with an ATAR of 90 or above, the opportunity for a CELE to be submitted on their behalf, provided they enrol in and successfully complete ESEN1101 in their first semester of studies.
3. That the Admissions Office make an amendment to the CELE form, enabling the ability to add conditions of completion and success of ESEN 1101 to requests ready for semester 2, 2015 admissions.

Item 27  International articulation degree programs
Resolution
The Academic Board approved the following recommendations:
1. that all international articulated programs are established according to these key criteria:
   a. The award of one degree awarded by the receiving institution is acknowledged through an agreement between institutions.
   b. The admission requirements, including academic performance and standard ANU English levels are outlined in the agreement.
   c. The program of study and the course credit structure is agreed between the institutions and outlined in the agreement so that students are clear on credit transfer arrangements and the expected duration of the degree. ANU is responsible for ensuring the equivalence of transfer credit, and regular review of these standards at the partner institution.
   d. The program of study will generally be formatted as 2+2, 3+1 or 3+2 at the undergraduate level or 1+1 at the graduate level.
1. The program should have a minimum of ten (10) students expected per annum after two years of commencement. This requirement can be negotiated as part of the annual health check, if the overall outcomes of the program are proving beneficial and cost effective.
2. that preference will be given for articulations with institutions of good to excellent standing in the area of education activity.
3. that all articulation agreements are approved and implemented in accordance with the processes outlined below.
4. that approval be given to the standard articulation template outlined at Appendix 27B.
5. that an articulation pathways webpage be created as a marketing tool and to also clearly outline admissions and equivalence requirements for students.

**Item 28 TEQSA Paper: Risk and Standards Based Quality Assurance**

**Resolution**
The Academic Board noted the paper on TEQSA: Risks and Standards Based Quality Assurance.

**Item 29 TEQSA Notification: Alleged Forged Degrees from Australian Institutions**

**Resolution**
The Academic Board noted the following items:
1. The information relating to the recent communication from TEQSA in relation to allegations of forged degrees and diplomas from Australian institutions; and
2. The systems employed by the University to ensure the integrity and security of the Student Administration system and the production of official documents.

**Item 30 Proposed Higher Education Standards Framework**

**Resolution**
The Academic Board noted the proposed Higher Education Standards Framework.

**Part 5 – Policy**

**Item 31 Nomenclature and post-nominal policy**

**Resolution**
The Academic Board endorsed for transmission to the Vice-Chancellor for approval:
1. The revised Nomenclature and post-nominal Policy; and
2. The official post-nominal for programs listed on Programs and Courses 2015.

**Item 32 Honorary degrees framework**

**Resolution**
The Academic Board noted the revised Honorary Degrees Framework recently approved by ANU Council.

**Item 33 HDR Submission and Examination Policy Framework**

**Resolution**
1. The Academic Board endorsed for transmission to the Vice-Chancellor for approval effective from 1 January 2016:
   a. Higher Degree by Research: Examinations Policy
   b. Higher Degree by Research: Submission and Examination of Theses Procedure
   c. Higher Degree by Research: Thesis By Compilation and Thesis by Creative Works Procedure;
   d. Higher Degree by Research: Use of Confidential Information in Theses Procedure;
   e. Higher Degree by Research: Editing of Theses Guideline; and
   f. Higher Degree by Research: Examiners’ Reports Recommendations Guideline.
2. The Academic Board endorsed for transmission to the Vice-Chancellor for approval effective the repeal of the following submission and examination policy documents from 1 January 2016:
Part 6 – Reports from Committees

Item 34  Report from University Education Committee
Resolution
The Academic Board noted the report.

Item 35  Report from University Research Committee
Resolution
The Academic Board noted the report.

Part 7 – Accreditation

Item 36  Proposed Deadlines for Programs and Courses updates
Resolution
The Academic Board approved the proposed schedule for updates to Programs and Courses with provision of an exception approval process.

Item 37  Coursework Review Schedule
Resolution
The Academic Board noted the Coursework Review Schedule.

Item 38  Articulation Agreements
Item 38.1  CMBE undergraduate articulation agreement with Shanghai Normal University (SHNU)
Resolution
The Academic Board approved the articulation agreement between the ANU and Shanghai Normal University (SHNU).

Item 39  Undergraduate Coursework Programs
Item 39.1  ANU/ANU College Diploma
Resolution
The Academic Board noted the ANU-ANU College Academic Coordination Responsibilities Matrix.

Item 39.2  Amendments to Undergraduate Coursework Awards
Resolution
The Academic Board approved the amendments to undergraduate coursework Awards as detailed below.
Bachelor of Finance, Economics and Statistics (Honours); AFEST (639/2015); AQF Level 8 – Bachelor Honours Degree
Item 39.3 College-approved changes for noting

Resolution

The Academic Board noted that amendments to the following undergraduate Awards, majors, minors and specialisations have been approved by the relevant ANU College.

Item 40 Graduate Coursework Awards

Item 40.1 New Graduate Coursework Awards

Resolution

That the Academic Board approve the following graduate coursework Awards be accredited as detailed below.

Master of International Management; MIMGT (641/2015); AQF Level 9 – Masters Degree (Coursework)

Item 40.2 Amendments to Graduate Coursework Awards

Resolution

The Academic Board approved the following amendments to graduate coursework Awards be accredited as detailed below.

Master of Diplomacy; MDIPL (640/2015); AQF Level 9 – Masters Degree (Coursework)

Item 40.3 College-approved changes for noting

Resolution

The Academic Board noted that amendments to the following graduate coursework Awards and specialisations have been approved by the relevant ANU College.

Item 41 Bachelor of Science (ANU) - Master of Teaching (UC) pathway approval

Resolution

The Academic Board approved the Bachelor of Science (ANU) - Master of Teaching (UC) pathway be accredited as detailed below.

Part 8 – Items of Other Business

Item 41 Other Business and Question Time

Professor Pitchford suggested the Board consider discussion of central coordination of a tenure committee as a potential future Hot Topic. The Chair indicated it will be added to the list of potential items for discussion by the Steering Committee.
Meeting No. 4/2015 of the Academic Board was held on Tuesday 4 August 2015 at 9.30am in the RC Mills Room, Chancelry.

Present: Professor Glasgow (Chair), Professor Young, Professor Hughes-Warrington, Professor Harding, Dr Lithander, Ms Mathey, Mr Erickson, Professor Pickering, Professor McKibbin (for Professor Taylor), Professor Leitch, Professor Bottomley, Professor Kirk, Dr Cowan (for Professor Roberts), Associate Professor Newitt, Ms Missingham, Professor Abhayapala, Professor Dovers, Associate Professor Ferris, Dr Schmidt, Professor Cribb, Professor Powers, Professor Pitchford, Associate Professor van der Eng, Associate Professor Tamsitt, Associate Professor Gani, Dr Fahrer, Associate Professor Kramer, Dr Orthia, Professor Ireland, Ms Veness, Mr Wilson, Mr Gill, Associate Professor Fforde (for Professor Dodson), Associate Professor Sadeghi, Ms Willis.

Observers: Ms Gouldthorp, Dr Gustavson, Mr Smith, Mrs Buckley, Dr Gustavson, Dr Mueller, Ms Yu.

Apologies: Professor Cardew-Hall, Professor Baker, Professor van Leeuwen, Professor Carver, Professor Raymer, Professor Faragher, Associate Professor Strazdins, Ms Apps, Ms Stewart, Professor Elliott, Professor Taylor, Dr McKinnon, Professor Baker, Professor Renz, Professor Corbett, 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 Board:

- Thanked Professor Cribb for acting as Chair for the previous two meetings.
- Welcomed Christopher Wilson, new President PARSA.
- Welcomed Dr Gabriele Schmidt who replaces Debjani Ganguly as one of the ANU College of Arts & Social Sciences academic representative on the board.

Item 2 Conduct of Academic Board Members

Resolution

The Academic Board resolved to note the information on conduct of members under the Public Governance, Performance & Accountability Act 2013.
Item 3  Starred Items
The starred items were: 1- 10, 12, 13, 15, 17, 18, 21, 25, 27, 30, 31 and 32. The unstarred items were dealt with as proposed in the agenda.

Resolution
The Academic Board resolved to approve unstarred items.

Item 4  Minutes

Resolution
The Academic Board accepted the minutes of meeting 3/2015 of the Academic Board held on 23 June 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 (803a/2014) and updates on action items as reported.

Item 6  Confidential Items
There were no confidential items on the Agenda.

Part 2 – Information Flow

Item 7  Report from the Vice-Chancellor
The Vice-Chancellor reported on three items;

• On the 30 July an all staff email was circulated advising of the new Building projects that have been approved by Council. The University Council approved 3 major new building projects aimed at improving the University’s academic facilities: $25M refurbishment of the Coombs Building, $25M refurbishment of the ANU College of Law Building and new $30M building for the College of Engineering and Computer Science. These new projects follow on from the projects approved by the University Council last year: new building for the Research School of Social Sciences in CASS ($50M), new building for CECS and Mathematics ($25M), first stage of the Physics redevelopment ($50M) and refurbishment of the Robertson Building for the Research School of Biology ($25M). This full set of major projects are being progressively implemented over a 6 year period (2015-20). Decision on College buildings were made based on a collegiate process with the College Deans. These projects reflect a major investment and play an important part in the refresh of campus.

• Discussions will take place over the coming months concerning student accommodation. A significant proportion on students live on campus but there is a desire to grow this further over the next five to six years. There is also a need to refurbish existing accommodation.

• The new Vice-Chancellor Professor Brian Schmidt will commence his appointment on 1 January 2016. Professor Schmidt will be attending a senior management retreat in a few weeks’ time and is working with the Professor Young to ensure a seamless transition.

The Board noted that at the May meeting the Vice-Chancellor had mentioned that a review of ANU by 2020 was underway and then a report would be available. The Vice-Chancellor advised that the process to update ANU by 2020 into a strategic plan for ANU by 2025 has started. However the ANU Council has decided with Professor Schmidt’s appointment that this report should not be finalised without his input. This is one of the items that will be discussed at the senior retreat and then will be one of the first responsibilities of the new Vice-Chancellor in the New Year.

Resolution
The Academic Board noted the Report and comments made in discussion.

Item 8  Report from the Deputy Vice-Chancellor (Academic)
The Deputy Vice-Chancellor (Academic) provided a written report in the Agenda papers and noted the following:
• The number of ANU Educational Fellowships continues to rise.
• EdX courses are expanding. New courses on offer include ‘How to survive your PhD’ and ‘Introduction to Actuarial Science’. The ‘Ignorance!’ MOOC which commenced in June had about 8000 students sign up.
• Emerging designs for union court include class room design concepts. A survey to gather information on teaching spaces was sent out to academic staff and received a very poor response rate. It is important to get academic input into how rooms are designed to ensure they reflect the way we want to teach.

Action:
The Board requested that the survey link be re-circulated and that Board members encourage staff to complete the survey.

Resolution
The Academic Board noted the Report and comments made in discussion.

Item 9  Report from the Deputy Vice-Chancellor (Research)
The Deputy Vice-Chancellor (Research) provided a written report in the Agenda papers and noted the following;
• The Medical Research Future Fund, the bill has been passed. There is still much debate and speculation on how this will operate. The government has said it will appoint an advisory board to guide its decisions on disbursements from the fund, and the NHMRC would be represented on this board.
• Review of Australia’s Research Training System; details of the Terms of reference and working group were in the agenda papers. This will have implications for how the research grant is distributed.
• Vision for a Science Nation – Consultation Paper. An ANU response will be sent from the DVC-R Office. This will be discussed at University Research Committee.

Resolution
The Academic Board noted the Report.

Item 10  Report from the Chair
Membership: Notice of vacancy.
With Professor Pickering’s appointment as Dean ANU College of Arts & Social Sciences the Board has a vacancy on the membership for Professor Pickering’s original appointment which was under the category ‘Four 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’.

Action:
College Deans are invited to suggest nominations for this position to the Chair via Megan.Easton@anu.edu.au by 17 August 2015.

Resolution
The Academic Board noted the Report and comments made in discussion.

Item 11 Approval by Executive Action
Detail approval of by Executive Action are in the attachment documents;
• Executive Action by the Chair 3/2015 Graduate Diploma Legal Practice

Resolution
The Academic Board note the report on approvals by Executive Action by the Chair and endorse the decisions taken.

Item 12 General Question Time
No questions were raised.
Part 3 – Strategy & Planning

Item 13  HOT TOPIC: University medals review
The Deputy Vice-Chancellor (Academic) provided an overview of the process that has been undertaken to review University medals. In July 2014, the awards sub committee of the Coursework Awards and Admissions Committee (CAAC) was asked by the Deputy Vice Chancellor to undertake a review of University medals. The terms of reference for the review and process were endorsed and UEC 2/2015 were presented with the report including the reviewer’s the comments and recommendations which were sent out for College and Central Division feedback. Revised recommendations based on the feedback were then presented to the University Research Committee, University Education Committee and the University Awards Subgroup for further consideration.

The Vice-Chancellor advised that he believes the current situation is problematic for the university. At the December graduations last year one ceremony saw sixteen medals awarded. The award of so many medals appears to de-value the prestige of the award. Academic Board was established to safe guard academic standards and the Board was requested to provide recommendations for consideration to the Vice-Chancellor. The Vice-Chancellor would then approve the final report recommendations.

The Board discussed the University medals review and members noted;

- Other institutions where entire honours cohorts have received first class honours have been under question and ANU needs to be aware of the perceptions associated with awarding a large number of medals.
- There are doubts over whether quotas are the way to fix this issue. One suggestion is that a group of distinguished academics could have a veto over the awards. For example, bringing together a group of ARC fellows from each discipline and use senior academic input as an alternative to a quota system.
- Concerns about establishing a cap and that all the best candidates from a discipline might not be put up for consideration
- Do we need to award the medals at Graduation? Colleges could arrange to award the medals at a separate event if it was agreed that university medals did not hold the prestige to be awarded at graduation.
- Australian institutions have a long tradition in the award of university medals. They should be viewed as a prestigious prize.
- There is an external perception that if you are awarded first class honours with a university medal then this is based on stellar performance in your final year and across your degree.
- Grade moderation is a consideration. If there is a cluster of students at a particular marking point then this is a challenge for the areas to consider. ANU College of Law have made great progress in addressing this via a review of their marking processes.
- The agenda materials reflect that only ANU College of Business & Economics and ANU College of Asia and the Pacific support a cap or quota. There is more general agreement for benchmarking in disciplines, rather than a quota.
- Recommendation 7 – the potential for discrimination of double degree students’ needs to be examined further
- Benchmarking across disciplines is likely to be difficult. Marking is different across areas and assessment varies widely, some marking is more subjective, some marking is all quantitative. Cross discipline analysis would need to take into account the method of assessment.
- The idea of applying quotas to a cohort needs consideration when selecting medallists at mid year graduation. It would be inappropriate to limit numbers within the first semester of a year when you don’t know what the second cohort will achieve.
- The interaction between recommendation 10 and 11 needs to be clarified. If caps are introduced then the college may have to cull the applicants and exceptional students may not get chance to be considered at a University level.
- Previous discussions have highlighted the need to consider Master by coursework programs and it was confirmed that these students are included.
- It was agreed that students could receive two medals if they are at different AQF levels.
• Would recommendation 11 have a delayed introduction – to work through current students prior to application?
• Recommendation 6 was amended wording so that it is in line with the current misconduct policy. It would also be amended to include criminal misconduct.
• The ANU College of Law would be given an exception for 2 years to introduce their revised marking regime.

The Chair thanked the Board for the discussion and noted that although useful it had not unearthed any new revelations that the agenda papers had not already pointed to. The question of a cap goes to pedagogy and what happens if you have a cohort with sixteen exceptional students. How can we recognise the student’s achievements and yet ensure the medal is not trivialised? The fundamental difficulty lies in achieving this balance.

The Deputy Vice-Chancellor (Academic) thanked Board members for their comments and noted that a summary of the discussion will be presented to the Vice-Chancellor for decision. The final review documents and Vice-Chancellor response will be circulated to the Board once finalised.

Resolution
The Academic Board endorsed for final consideration of the Vice-Chancellor the following Resolutions:

1. Support of University medals review Resolutions 2, 3, 4, 6, 8, 9, 12 and 13 as expressed in Appendix 13A.
2. Support of University medals review Resolutions 1, 5, 7, 10 and 11 as amended in Appendix 13A following feedback and consideration.
3. Note that once the final Resolutions are approved by the Vice-Chancellor, an implementation plan will be prepared by the University Medals Committee secretariat in consultation with Colleges.
4. That the implementation plan includes training processes to build capacity in the colleges to accommodate the review changes.
5. That the Awards subgroup be reconstituted and that each college be represented at the Awards subgroup by their longest serving honours convenor.
6. That the College Awards subgroup member be a member of their College Medal Committee. Members do not act as advocates of their particular College’s nominees when considering nominations at the ASG meetings, but rather as a resource for more detailed background academic information.
7. That the ANU College of Law be provided an exemption for two years from the 6.5 GPA requirement to allow for recent grading changes to be implemented.

Item 14 Review of Orientation week 2015
Resolution
The Academic Board noted the Orientation Week 2015 report and action plan.

Part 4 – Academic Quality & Standards

Item 15 Update on Student Experience of Learning & Support (SELS) courses in 2014 with an agreement rate <50% over the last two consecutive semesters (when the course was offered)
The Deputy Vice-Chancellor (Academic) advised that the Board has a critical role in the maintenance of university standards, as such this item is drawn to the attention of the Board.

The Board queried whether analysis of longer term impact of courses could be added to the suite of student survey questions. For example asking third year students whether they believe first year courses prepared them for what was later required. The Deputy Vice-Chancellor (Academic) noted that a review of SELT is underway and comments will be passed onto Planning & Performance Measurement.

Resolution
The Academic Board noted the responses made by Colleges on courses in 2014 with an agreement rate <50% over the last two consecutive semesters.
Item 16 Implementation of response to 2013 University Experience Survey

Resolution
The Academic Board:
1. noted the implementation of response to the 2013 University Experience Survey;
2. noted the progress report on actions taken by Colleges and the Division of Student Life in response to the survey; and
3. approved that the progress report be communicated to students through the Planning and Performance Measurement website.

Item 17 HDR Supervision issues arising from the Annual Report on Student Progress, Grievances and Discipline.

The Deputy Vice-Chancellor (Research) requested the Board note the actions by the PVC (RRT) to address key HDR supervision issues. The Higher Degree Research Committee recommended that the annual report should be a regular item for HDRC in future, and that the Committee needed to work with Colleges and be active in resolving grievances when they were raised by HDR students.

PARSA noted thanks to Professor Corbett for this work which has made extensive use of student consultation and feedback.

Resolution
The Academic Board noted the actions by the PVC (RRT) to address key HDR supervision issues.

Item 18 Admissions Incident Report

The Deputy Vice-Chancellor (Academic) noted that the Coursework Admissions and Awards Subcommittee does discuss individual cases but it was useful to consider the overall cases of admissions incidents. Congratulations to the Admission teams both centrally and in Colleges. 27,250 offers were made during the period of this report and of those only 20 incidents occurred. This is a success rate of 99.93%.

Resolutions
The Academic Board:
1. Noted the admission incident report for Semester 1, 2014- Semester 1, 2015 and the corrective actions to be implemented.
2. Approved that Admission incidents continue to be reported to CAAC on an individual basis, where incidents highlight the process or procedural insufficiencies.
3. Approved that an Admissions incident report be presented by CAAC 2/2016 for the remainder of the 2015 admissions year and then annually thereafter.

Item 19 Prioritising Students for ANU Associate Degree

Resolutions
That Academic Board approved the following Resolutions:
1. The guiding principle to prioritising Associate Degree applicants is based on supporting non-traditional ANU applicants to the ANU, in line with ANU 2020 goals.
2. A ceiling of ATAR 70 is applied to applications to the Associate Degree.
3. Personal statements are removed as an application requirement to the Associate Degree.
4. Additional articulation pathways, such as slip-back offers and the University Preparation Scheme, are evaluated as pathways to the Associate Degree.
5. That the above Resolutions also be considered for prioritising applications to ANU Diplomas taught by ANU College, with the exception of the ATAR requirement.

Item 20 CSP places in Diploma programs

Resolutions
That Academic Board note the following changes to CSP allocation:
1. the prioritisation of places such that demand for places in ANU College taught programs is allocated in the following order:
a. ANU Associate Degree applicants  
b. ANU Diploma programs taught by ANU College  
c. ANU Preparatory program  

2. That there is an annual consultation and confirmation process for the allocation of all commonwealth supported sub-bachelor places, including the Diploma of Languages.

Item 21  English Language Requirement for UniKL students

Resolution  
That Academic Board approve the new process allowing UniKL students to satisfy ANU English language requirements.

Item 22  National Access Scheme (Bonus Points) analysis for entry in 2015

Resolution  
That Academic Board note the National Access Scheme report for entry in 2015.

Item 23  Learning the hard way: managing corruption risks associated with international students at universities in NSW

Resolutions  
That Academic Board:  
1. Note the progress of the University’s response to the ICAC report through the Committee structure;  
2. Circulate the information to their areas.  
3. Refer to ESQC the consideration that the Teaching in Languages other then English policy and procedure be triggered for earlier review.

Item 24  Entry Pathway for Scots College and University of Sydney

Resolution  
That Academic Board note that pathways at ANU are not based on provision for a single school and endorse for transmission to Academic Board.

Item 25  College reports on online and intensive offerings

The Deputy Vice-Chancellor (Academic) provided an overview of the item and the Board noted;  
- The collation of this data is a manual process as it is not formally captured in any way that we can audit.  
- Under the ESOS Act where a course is offered fully online it must be identified as such. Any face to face interaction cannot be required in a course that is classified as fully online.  
- Appropriate student support services need to be available for online students. There is a need to look at support available to the different learning modes. Students want access to quality support services whether online or on campus.

Resolution  
That Academic Board note the reports from Colleges on developments for online and intensive offerings in strategic market areas and that further market research will be undertaken to further assess the viability of potential offerings and opportunities.

Item 26  CASS Master (Advanced) Admission Requirements

Resolutions  
That Academic Board approve the extension of the approval of entry into CASS Master (Advanced) degrees by transfer only, with the exception of Master of Arts (Advanced), for 2016.

Part 5 – Policy

Item 27  Student Assessment (Coursework) Policy and Procedure

The Deputy Vice-Chancellor (Academic) noted in relation to defined assessment criteria:
The University recently received a student appeal in relation to a grade received for an assessment task. The basis of the appeal was that an ‘item specific marking rubric’ had not been provided for that particular assessment task in accordance with clause 33 of the Student Assessment (Coursework) policy:

33. For each assessment task in a course, student performance is assessed against defined assessment criteria such as described in a rubric specific to the assessment task, and the overall judgement expressed as a grade and or a mark, as outlined in Table 1.

This situation has highlighted that this clause is ambiguous in terms of its intent, as it is not clear whether each assessment task should have a defined specific rubric or whether defined criteria can be used to assess student performance in assessment tasks, and if so, what these might be.

As a result of feedback, it is proposed that this clause in the Student Assessment (Coursework) policy be revised to:

33. Student performance is assessed against defined assessment criteria published in the course outline for each assessment task. The overall judgement is expressed as a grade and or a mark, as outlined in Table 1.

Further discussion on the use of rubrics is underway via the Education Standards and Quality Committee.

Resolutions
That Academic Board approve:
  1. The revised Student Assessment (Coursework) Policy;
  2. The revised Student Assessment (Coursework) Procedure;
  3. The revised Course Outline template; and
  4. The proposed flowcharts to assist in determining when to award an 'NCN' grade.

Item 28 Student Academic Study Load and Progression Policy

Resolution
That Academic Board approve the revised Student Academic Study Load and Progression Policy.

Part 6 – Reports from Committees

Item 29 Report from University Education Committee

Resolution
That the Academic Board note the report from UEC meeting 4/2015.

Part 7 – Accreditation

*Item 30 Undergraduate Awards

*Item 30.1 Amendments to Undergraduate Awards

Resolution
That the Academic Board approved and accredited the amendments to undergraduate Awards as detailed below.

ANUCAP
Bachelor of International Security Studies; BINSS (772/2015); AQF Level 7 – Bachelor Degree

ANUCASS
Bachelor of International Relations; BIR (774/2015); AQF Level 7 – Bachelor Degree  
Bachelor of Policy Studies; BPOLS (673/2015); AQF Level 7 – Bachelor Degree  

ANUCMBE  
Bachelor of Biotechnology (Honours); HBIOT (660/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Environmental Studies (Honours); HENVS (661/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Genetics (Honours); HGENE (662/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Interdisciplinary Studies (Sustainability) (Honours); HISSU (663/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Medical Science (Honours) – UniSA; HMDSA (664/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Medical Science (Honours); HMEDS (665/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Science (Honours); HSC (666/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Science (Forest Science) (Honours); HSFOR (667/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Science (Psychology) (Honours); HSPSY (668/2015); AQF Level 8 – Bachelor Degree  
Bachelor of Science (Resource and Environmental) (Honours); HSRES (669/2015); AQF Level 8 – Bachelor Degree

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Item 30.2 New Undergraduate Minor and Specialisations

Resolution  
That the Academic Board approved the following undergraduate minor and specialisations be accredited as recommended by the relevant College Education Committee and UEC.

Minor  
ANUCASS  
Advanced Studies; ADST-MIN (672/2015)  
Forensic Psychology; FPSY-MIN (767/2015 linked)

Specialisations  
ANUCMBE  
Professional Science Engagement; PSCE-SPEC (652/2015)  
Environment Honours; ENVI-SPEC (653/2015)  
Biology Honours; BIOL-SPEC (654/2015)  
Chemistry Honours; CHMY-SPEC (659/2015)  
Earth and Marine Sciences Honours; EMSC-SPEC (773/2015)  
Neuroscience Honours; NRSC-SPEC (655/2015)  
Population Health Honours; POPH-SPEC (656/2015)  
Psychology Honours; PSYH-SPEC (657/2015)  
Science Honours; SCNC-SPEC (658/2015)  

Item 30.3 Disestablishment of Undergraduate Minors and Specialisations

Resolution  
That the Academic Board approved the following undergraduate minor and specialisations be disestablish as recommended by the relevant College Education Committee

Minors  
ANUCASS  
Crime and Deviance; CDEV-MIN (674/2015)

Specialisations  
ANUCASS  
Globalisation of International Relations; GOIR-SPEC (675/2015)  
International Relations Theory; IRTH-SPEC (675/2015)  
International Security; INSE-SPEC (675/2015)
Item 30.4  College-approved changes for noting

Resolution
That the Academic Board noted that amendments to the following undergraduate Awards, majors, minors and specialisations have been approved by the relevant ANU College.

Awards

**ANUCASS**
Addition and Substitution of core courses:
- Bachelor of Criminology; BCRIM

Substitution of compulsory courses:
- Bachelor of Design Arts; BDESA
- Bachelor of Visual Arts; BVISA

Addition of core courses:
- Bachelor of Criminology; BCRIM

**ANUCBE**
Substitution of core courses:
- Bachelor of Economics; BECON

Majors
Amendments to the following undergraduate majors have been approved by the relevant College Education Committee:

**ANUCAP**
Addition of core courses
- Chinese Studies; CHST-MAJ
- Japanese Studies; JPST-MAJ

**ANUCASS**
Restructure of requirements
- French Language and Culture; FREN-MAJ

Minors
Amendments to the following undergraduate minors have been approved by the relevant College Education Committee:

**ANUCAP**
Addition of core courses
- Chinese Studies; CHST-MIN
- Japanese Studies; JPST-MIN
- Korean Studies; KORS-MIN

Item 31  Graduate Coursework Awards

Item 31.1  New Flexible Double Masters Degree Program

Resolution
That the Academic Board approved the following Flexible Double Masters Degree program as recommended by the relevant College Education Committee and UEC.

**ANUCASS**
Flexible Double Masters Degree; 7050 (775a/2015); AQF Level 9 – Masters Degree (Coursework)
**Item 31.2  New Graduate Awards**

**Resolution**
That the Academic Board approved the following graduate coursework Awards be accredited as recommended by the relevant College Education Committee and UEC.

**ANUCASS**
Master of Digital Humanities and Public Culture; MDHPC (768/2015); AQF Level 9 – Masters Degree (Coursework)
Master of Digital Humanities and Public Culture (Advanced); VDHPC (769/2015); AQF Level 9 – Masters Degree (Coursework)

**ANUCMBE**
Master of Science in Science Communication; MSCAU/MSCSG (770/2015); AQF Level 9 – Masters Degree (Coursework)

**Item 31.3  Amendments to Graduate Coursework Awards**

**Resolution**
That the Academic Board approved the amendments to undergraduate coursework Awards as detailed below.

**ANUCOL**
Juris Doctor - Online; MJDOL (717a/2015); AQF Level 9 – Masters Degree (Coursework)

**ANUCMBE**
Master of Science Communication Outreach; 7624XMSCO (771/2015); AQF Level 9 – Masters Degree (Coursework)

**Item 31.4  Disestablishment of Graduate Coursework Programs**

**Resolution**
That the Academic Board approved the disestablishment of the Graduate Coursework programs as detailed below.

**ANUCASS**
Master of Liberal Arts; 7172 (766/2015)
Social Research Preparatory Program; 5053 (670/2015)
Social Research Preparatory Program; 5054 (670/2015)

**Item 31.5  New Graduate Coursework Specialisations**

**Resolution**
That the Academic Board approved the following graduate coursework specialisation be accredited as recommended by the relevant College Education Committee and UEC.

**ANUCASS**
Digital Humanities; DIHU-SPEC (776/2015 linked)

**Item 31.6  College-approved changes for noting**

**Resolution**
That the Committee noted that amendments to the following graduate coursework Awards and specialisations have been approved by the relevant ANU College.

**Awards**
**ANUCBE**
Addition and substitution of core courses:
- Master of Economics
• Master of Applied Economics
• Master of Economic Policy

Specialisations
ANUCASS
Addition of compulsory and core courses:
• Public Humanities and Culture; PUHC-SPEC

Part 8 – Other Business

Item 32 Any other business

There was no other business raised.

MTE
7/8/2015
32. WORKPLACE GENDER EQUALITY AGENCY ANNUAL REPORT

PURPOSE
To note the 2015 Workplace Gender Equality Agency Annual Report and the notice of compliance.

PREPARED BY
Workforce Planning and Organisational Change Unit, Human Resources Division

REVIEWED BY
Director, Human Resources

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the 2015 Workplace Gender Equality Annual Report (833/2015) and the Notice of Compliance with the Workplace Gender Equality Act 2012 issued by the Workplace Gender Equality Agency (862/2015).

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☑

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

BACKGROUND
In accordance with the reporting requirements of the Workplace Gender Equality Act 2012 (the Act), the University lodged its annual public report with the Workplace Gender Equality Agency (WGEA) on 27 July 2015.

The WGEA issues reporting organisations with a Notice of Compliance with the Act 28 days after the report submission. Reporting organisations will require this Notice of Compliance if they wish to buy goods and services from, or enter into a contract with, the Australian Government.

SUMMARY OF ISSUES
From the 2014-15 reporting period, the first minimum standard in relation to specified gender equality indicators (GEI), as set by the Minister in the Workplace Gender Equality (Minimum Standards) Instrument 2014, came into effect. To meet the minimum standard, relevant employers with 500 or more employees must have a policy or strategy in place that specifically supports gender equality in relation to one or more GEIs reflecting:

- gender composition of the workforce;
- equal remuneration between women and men;
- availability and utility of employment terms, conditions and practices relating to flexible working arrangements for employees and to working arrangements supporting employees with family or caring responsibilities; or
- prevention of sex-based harassment and discrimination - this year’s focus as specified by the Minister.

Information contained in the University’s annual compliance report has been assessed by the Agency to determine whether the minimum standard has been met. The Agency has determined that the ANU has met this minimum standard.

Further information is available on the Workplace Gender Equality Agency’s website at: https://www.wgea.gov.au.

PART 5 – OTHER MATTERS FOR NOTING
ATTACHMENTS

32.1 2015 Workplace Gender Equality Annual Report (833/2015)
32.2 Notice of Compliance (862/2015)

COMMUNICATION

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

The public version of the report is to be made available to all employees, employee organisations with members in the workplace and an organisation's governing body under the notification and access requirements of the Act.
# Organisation and contact details

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## Workplace profile

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**Note:** This table shows the number of employees by gender and employment status for different levels of management.
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2015 WORKPLACE GENDER EQUALITY ANNUAL REPORT
### Non-manager

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**Non-manager occupational categories**

1. **Professionals**
   - Full-time permanent
   - Full-time contract
   - Part-time permanent
   - Part-time contract
   - Casual

2. **Technicians and trade**
   - Full-time permanent
   - Full-time contract
   - Part-time permanent
   - Part-time contract
   - Casual

3. **Community and personal service**
   - Full-time permanent
   - Full-time contract
   - Part-time permanent
   - Part-time contract
   - Casual

4. **Clerical and administrative**
   - Full-time permanent
   - Full-time contract
   - Part-time permanent
   - Part-time contract
   - Casual

5. **Sales**
   - Full-time permanent
   - Full-time contract
   - Part-time permanent
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<th>Non-manager occupational categories</th>
<th>Employment status</th>
<th>No. of employees (excluding graduates and apprentices)</th>
<th>No. of graduates (if applicable)</th>
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Reporting questionnaire

Gender equality indicator 1: Gender composition of workforce

Note: Additional help can be accessed by hovering your cursor over question text.

1. Do you have formal policies or formal strategies in place that SPECIFICALLY SUPPORT GENDER EQUALITY in relation to:

1.1 Recruitment?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.2 Retention?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.3 Performance management processes?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority

1.4 Promotions?
- Yes (you can select policy and/or strategy options)
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
- No, currently under development
- No, insufficient human resources staff
- No, don't have expertise
- No, not a priority
1.5 Talent identification/identification of high potentials?

- Yes (you can select policy and/or strategy options)
  - [ ] Standalone policy
  - [ ] Policy is contained within another policy
  - [x] Strategy is contained within another strategy

- No
  - [x] No, currently under development
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority

1.6 Succession planning?

- Yes (you can select policy and/or strategy options)
  - [ ] Standalone policy
  - [ ] Policy is contained within another policy
  - [x] Strategy is contained within another strategy

- No
  - [x] No, currently under development
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority

1.7 Training and development?

- Yes (you can select policy and/or strategy options)
  - [ ] Standalone policy
  - [ ] Policy is contained within another policy
  - [x] Strategy is contained within another strategy

- No
  - [x] No, currently under development
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority

1.8 Resignations?

- Yes (you can select policy and/or strategy options)
  - [ ] Standalone policy
  - [ ] Policy is contained within another policy
  - [x] Strategy is contained within another strategy

- No
  - [x] No, currently under development
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority

1.9 Key performance indicators for managers relating to gender equality?

- Yes (you can select policy and/or strategy options)
  - [ ] Standalone policy
  - [ ] Policy is contained within another policy
  - [x] Strategy is contained within another strategy

- No
  - [x] No, currently under development
  - [ ] No, insufficient human resources staff
  - [ ] No, don't have expertise
  - [ ] No, not a priority
1.10 Gender equality overall?

☑ Yes (you can select policy and/or strategy options)

☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority

1.11 You may provide details of other formal policies or formal strategies that specifically support gender equality that may be in place:

a) ANU by 2020 Strategic Plan
b) Procedure for the Prevention of Discrimination, Harassment and Bullying
c) University Gender Oversight Committee
d) University Access and Equity Committee
e) LGBTI Steering Committee
f) Gender Representation on Committees (Selection, Promotions)
g) Career Re-entry (6 weeks additional leave for primary carers returning from parental leave)
h) Carers Career Development Fund
i) Gender Inclusive Language Guidelines
j) University-wide and College specific Key Performance Indicators related to gender participation in the workforce, subject to quarterly review and action planning.

1.12 Should you wish to provide additional information on any of your responses under Gender equality indicator 1, please do so below:

The University has also been actively involved in advancing female academics' career through support for academic promotions. Information sessions and panel discussions specifically targeting female academics were organised in the reporting period, and all female applicants for a senior academic promotion (Professorial level) were provided with mentoring support to help them prepare for the interview with the assessing committee.

Gender equality indicator 2: Gender composition of governing bodies

2. Does your organisation, or any organisation you are reporting on, have a governing body/board?

☑ Yes
☐ No

2.1 Please complete the table below. List the names of organisations on whose governing bodies/boards you are reporting. For each organisation, enter the gender composition (in numbers, not percentages) of that governing body/board; and where in place, include what percentage target has been set relating to the representation of women, and the year the target is to be reached.

IMPORTANT NOTE: where an organisation name has been entered in the table, you must enter the gender composition NUMBERS of that governing body/board. If no target has been set for that particular governing body/board, please enter the number 0 in the '% Target' column and leave the 'Year to be reached' column blank. Otherwise, please enter a number from 0-100 in the '% Target' column and a date in the format of YYYY in the 'Year to be reached' column.

<table>
<thead>
<tr>
<th>Organisation name</th>
<th>Gender and NUMBER (NOT percentage) of chairperson/s</th>
<th>Gender and NUMBER (NOT percentage) of other board members</th>
<th>% target for representation of women on each board</th>
<th>Year to be reached</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td>F</td>
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<tr>
<td>1</td>
<td>ANU</td>
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<tr>
<td>27</td>
<td></td>
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</tr>
</tbody>
</table>
2.1a If you have reported a large number of governing body/board members (over 17) for any organisation listed as having a governing body/board in the table in question 2.1, please tick the box confirming this is an accurate NUMBER, and NOT a PERCENTAGE.

☐ Yes, the data provided in question 2.1 reflect numbers not percentages.

2.2 For any governing bodies/boards where a target relating to the representation of women has not been set, you may specify why below:

☐ Governing body has gender balance (e.g. 40% women/40% men/20% either)
☐ Currently under development
☐ Insufficient human resources staff
☐ Don’t have expertise
☐ Do not have control over board appointments (provide details why):
  The ANU Council can influence heavily the composition of its membership appointed by the Minister. The succession plan for appointed members of Council recognises the importance of achieving gender equity in Council’s composition. However, approximately half the members of the Council are elected, and as such the University cannot control in any way the gender balance for these members.
☐ Not a priority
☐ Other (provide details):

2.3 Do you have a formal selection policy or formal selection strategy for governing body/board members for ALL organisations covered in this report?
☒ Yes
   ☐ Standalone policy
   ☐ Policy is contained within another policy
   ☐ Standalone strategy
   ☐ Strategy is contained within another strategy

☐ No
☐ No, in place for some governing bodies
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, do not have control over board appointments (provide details why):

☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

2.4 Partnership structures only: (do NOT answer this question if your organisation is an incorporated entity (i.e. Pty Ltd, Ltd or Inc)). For partnerships, please enter the total number of female and male equity partners (excluding the managing partner) in the following table. Details of your managing partner should be included separately in the CEO row of your workplace profile. If you have a separate governing body/board of directors, please enter its composition in question 2.1.

<table>
<thead>
<tr>
<th>Equity partners who ARE key management personnel (KMPs) (excluding your managing partner)</th>
<th>Full-time females</th>
<th>Part-time females</th>
<th>Full-time males</th>
<th>Part-time males</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Equity partners who are NOT key management personnel (KMPs)</th>
<th>Full-time females</th>
<th>Part-time females</th>
<th>Full-time males</th>
<th>Part-time males</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.5 Should you wish to provide additional information on any of your responses under Gender equality indicator 2, please do so below:

Gender equality indicator 3: Equal remuneration between women and men

3   Do you have a formal policy or strategy on remuneration generally?
☐ Yes
☐ Standalone policy
☐ Policy is contained within another policy
☐ Standalone strategy
☐ Strategy is contained within another strategy
☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, don’t have expertise
☐ No, salaries set by awards or industrial agreements
☐ No, non-award employees paid market rate
☐ No, not a priority
☐ No, other (provide details):

4   Has a gender remuneration gap analysis been undertaken?
☒ Yes. When was the most recent gender remuneration gap analysis undertaken?
☐ Within last 12 months
☐ Within last 1-2 years
☒ More than 2 years ago but less than 4 years ago
☐ Other (provide details):

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don’t have expertise
☐ No, salaries for ALL employees (including managers) are set by awards or industrial agreements, AND there is no room for discretion in pay changes (for example because pay increases occur only when there is a change in tenure or qualifications)
☐ No, salaries for SOME or ALL employees (including managers) are set by awards or industrial agreements and there IS room for discretion in pay changes (because pay increases can occur with some discretion such as performance assessments)
☐ No, non-award employees are paid market rate
☐ No, not a priority
☐ No, other (provide details):

4.0.1 Should you wish to provide details on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like, organisation-wide), please do so below:
The Gender Pay Gap analysis was performed as organisation-wide and broken down by business units.

4.1 Were any actions taken as a result of your gender remuneration gap analysis?
☒ Yes - please indicate what actions were taken (more than one option can be selected):
☐ Created a pay equity strategy or action plan
☐ Identified cause/s of the gaps
☒ Reviewed remuneration decision-making processes
☐ Analysed commencement salaries by gender to ensure there are no pay gaps
Analysed performance ratings to ensure there is no gender bias (including unconscious bias)

- Analysed performance pay to ensure there is no gender bias (including unconscious bias)
  - Trained people-managers in addressing gender bias (including unconscious bias)
  - Set targets to reduce any like-for-like gaps
  - Set targets to reduce any organisation-wide gaps
  - Reported pay equity metrics to the board
  - Reported pay equity metrics to the executive
  - Corrected like-for-like gaps
  - Conducted a gender-based job evaluation process
- Implemented other changes (provide details):

- No unexplainable or unjustifiable gaps identified
- No, currently under development
- No, insufficient human resources staff
- No, don’t have expertise
- No, salaries set by awards or industrial agreements
- No, non-award employees are paid market rate
- No, unable to address cause/s of gaps (provide details why):

- No, not a priority
- No, other (provide details):

4.2 Should you wish to provide additional information on any of your responses under Gender equality indicator 3, please do so below:

Gender equality indicator 4: Flexible working and support for employees with family and caring responsibilities

5 Do you provide employer funded paid parental leave for PRIMARY CARERS, in addition to any government funded parental leave scheme for primary carers?
- Yes
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don’t know how to implement
- No, not a priority
- No, other (provide details):

5.1 Please indicate the number of weeks of employer funded parental leave that are provided for primary carers.
26

5.2 How is employer funded paid parental leave provided to the primary carer?
- By paying the gap between the employee’s salary and the government’s paid parental leave scheme
- By paying the employee’s full salary (in addition to the government’s paid scheme), regardless of the period of time over which it is paid. For example, full pay for 12 weeks or half pay for 24 weeks
- As a lump sum payment (paid pre- or post-parental leave, or a combination)
6. Do you provide employer funded paid parental leave for SECONDARY CARERS, in addition to any government funded parental leave scheme for secondary carers?

- Yes, one week or greater
- Yes, less than one week
- No
- No, currently being considered
- No, insufficient human resources staff
- No, government scheme is sufficient
- No, don’t know how to implement
- No, not a priority
- No, other (provide details):

6.1 Please indicate the number of weeks of employer funded parental leave that are provided for secondary carers.

2

7. How many female and male managers, and female and male non-managers, have utilised parental leave (paid and/or unpaid) during the past reporting period?

<table>
<thead>
<tr>
<th></th>
<th>Primary carer’s leave</th>
<th>Secondary carer’s leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td>Managers</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Non-managers</td>
<td>115</td>
<td>3</td>
</tr>
</tbody>
</table>

8. What proportion of your total workforce has access to employer funded paid parental leave?

<table>
<thead>
<tr>
<th></th>
<th>Primary carer’s leave</th>
<th>Secondary carer’s leave</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>77.28</td>
<td>77.28</td>
</tr>
</tbody>
</table>

9. Do you have a formal policy or formal strategy on flexible working arrangements?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy

- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don’t have expertise
  - No, don’t offer flexible arrangements
  - No, not a priority
  - No, other (provide details):

10. Do you have a formal policy or formal strategy to support employees with family and caring responsibilities?

- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy

- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don’t have expertise
No, don’t offer flexible arrangements
- No, not a priority
- No, other (provide details):

11 Do you have any non-leave based measures to support employees with family and caring responsibilities?
- Yes
- No, currently under development
- No, insufficient human resources staff
- No, don’t have expertise
- No, not a priority
- No, other (provide details):

11.1 To understand where these measures are available, do you have other worksites in addition to your head office?
- Yes
- No

11.2 Please indicate what measures are in place and in which worksites they are available (if you do not have multiple worksites, you would select ‘Head office only’):
- Employer subsidised childcare
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- On-site childcare
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Breastfeeding facilities
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Childcare referral services
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Internal support network for parents
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Return to work bonus
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Information packs to support new parents and/or those with elder care responsibilities
  - Head office only
  - Other worksites only
  - Head office and some other worksites
  - All worksites including head office
- Referral services to support employees with family and/or caring responsibilities
  - Head office only
Other worksites only
☐ Head office and some other worksites
☐ All worksites including head office
☒ Targeted communication mechanisms, for example intranet/forums
☐ Head office only
☐ Other worksites only
☐ Head office and some other worksites
☒ All worksites including head office
☐ None of the above, please complete question 11.3 below

11.3 Please provide details of any other non-leave based measures that are in place and at which worksites they are available:
1) Carer's Career Development Fund - all worksites.
2) On-site School Holiday Program - head office.
3) Study Leave (for Professional Staff) - all worksites.

12 Do you have a formal policy or formal strategy to support employees who are experiencing family or domestic violence?
☒ Yes
☐ Standalone policy
☒ Policy is contained within another policy
☐ Standalone strategy
☒ Strategy is contained within another strategy

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, included in workplace agreement
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

13 Other than a policy or strategy, do you have any measures to support employees who are experiencing family or domestic violence?
☒ Yes - please indicate the type of measures in place (more than one option can be selected):
☒ Employee assistance program
☒ Access to leave
☒ Training of human resources (or other) staff
☒ Referral to support services
☒ Other (provide details):
  1) Violence Information Webpage;
  2) EAP Crisis Management.

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, not aware of the need
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

14 Please tick the checkboxes in the table below to indicate which employment terms, conditions or practices are available to your employees (please note that not ticking a box indicates that a particular employment term, condition or practice is not in place):

<table>
<thead>
<tr>
<th></th>
<th>Managers</th>
<th>Non-managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>Male</td>
</tr>
<tr>
<td></td>
<td>Formal</td>
<td>Informal</td>
</tr>
<tr>
<td>Flexible hours</td>
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<td></td>
</tr>
</tbody>
</table>
14.1 If there are any other employment terms, conditions or practices that are available to your employees, you may provide details of those below: Career re-entry assistance (6 weeks additional leave) for primary carers returning from parental leave. This initiative supports staff's transition back to work and accommodates carers responsibilities.

14.2 Where employment terms, conditions or practices are not available to your employees for any of the categories listed above, you may specify why below:
- □ Currently under development
- □ Insufficient human resources staff
- □ Don't have expertise
- □ Not a priority
- □ Other (provide details):

14.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 4, please do so below:
1. As a result of the measures in place to support flexibility in the workplace, the University achieved a high score on this item in terms of staff satisfaction in its 2014 Employee Engagement survey. The result is 3 percentage points higher than the university sector average.
2. In reference to item 8 where the % of staff that have access to employer funded parental leave, the answer is noted as the total workforce excluding casual employees.

Gender equality indicator 5: Consultation with employees on issues concerning gender equality in the workplace

15 Have you consulted with employees on issues concerning gender equality in your workplace?
- □ Yes
- □ No
- □ No, not needed (provide details why):
  - □ No, insufficient human resources staff
  - □ No, don't have expertise
  - □ No, not a priority
  - □ No, other (provide details):
15.1 How did you consult with employees on issues concerning gender equality in your workplace (more than one option can be selected)?
- Survey
- Consultative committee or group
- Focus groups
- Exit interviews
- Performance discussions
- Other (provide details): Employee Engagement Survey which included a section on Diversity, measuring staff's satisfaction with measures and initiatives that the University put in place to:
  - prevent and discourage sexual harassment, discrimination, bullying and abusive behaviours; and
  - ensure that there is equal opportunity for all staff.

15.2 What categories of employees did you consult?
- All staff
- Women only
- Men only
- Human resources managers
- Management
- Employee representative group(s)
- Diversity committee or equivalent
- Women and men who have resigned while on parental leave
- Other (provide details):

15.3 Should you wish to provide additional information on any of your responses under Gender equality indicator 5, please do so below:

Gender equality indicator 6: Sex-based harassment and discrimination

16 Do you have a formal policy or formal strategy on sex-based harassment and discrimination prevention?
- Yes
  - Standalone policy
  - Policy is contained within another policy
  - Standalone strategy
  - Strategy is contained within another strategy
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, included in workplace agreement
  - No, don't have expertise
  - No, not a priority
  - No, other (provide details):

16.1 Do you include a grievance process in any sex-based harassment and discrimination prevention policy or strategy?
- Yes
- No
  - No, currently under development
  - No, insufficient human resources staff
  - No, don't have expertise
  - No, not a priority
No, other (provide details):

17 Does your workplace provide training for all managers on sex-based harassment and discrimination prevention?
☑ Yes - please indicate how often this training is provided ('At induction' AND one of the other options can be selected):
☐ At induction
☐ At least annually
☐ Every one-to-two years
☐ Every three years or more
☐ Varies across business units
☑ Other (provide details):
Training and briefings for members of Selection Panels or Promotions Committees.

☐ No
☐ No, currently under development
☐ No, insufficient human resources staff
☐ No, don't have expertise
☐ No, not a priority
☐ No, other (provide details):

17.1 Should you wish to provide additional information on any of your responses under Gender equality indicator 6, please do so below:
Equity Observers have been included as a members of Promotions Committees, with 2015's equity focus being Gender Equity.

Other

18 Should you wish to provide details of any initiatives that you feel are particularly outstanding, or that have resulted in improved gender equality outcomes in your workplace, please enter this information below. (As with all of the questions in this questionnaire, any information you provide here will appear in your public report.)
1. Promotions support through focussed information sessions, panel discussions and mentoring for women resulted in higher promotion rates for women compared to men.
2. Provision of a Carers Career Development Fund to assist primary carers to participate in interstate and international travel by subsidising additional costs related to their caring responsibilities.
3. The establishment of a Gender Equity Oversight Committee, chaired by the Vice-Chancellor to facilitate the implementation of and monitor progress on the University's Gender Equity Strategy.
4. Provision of a cost effective on-site vacation care program for the children of ANU staff and students.
Notification and access

List of employee organisations

1) National Tertiary Education Industry Union (NTEU);
2) United Voice;
3) Automotive, Food, Metals, Engineering, Printing and Kindred Industries Union (AMWU);
4) Media Entertainment and Arts Alliance (MEAA).

CEO sign off confirmation

Name of CEO or equivalent

Professor Ian Young AO

Confirmation CEO has signed the report

Yes

CEO Signature: [Signature]

Date: 30/7/15
24 August 2015
Reference: 52234063906

Prof Ian Young
Vice Chancellor
Australian National University
The Australian National University
ANU ACT 2601

Dear Prof Young

**Workplace Gender Equality Agency (Agency) notice of compliance**

Thank you for submitting your annual compliance report for the period 1 April 2014 to 31 March 2015. Following an assessment of your report I am pleased to advise that your organisation (and any subsidiaries listed on your 2014-15 confidential report form cover sheet) is compliant with the *Workplace Gender Equality Act 2012* (Act). This letter forms your notice of compliance with the Act until replaced with a new notice of compliance after the 2015-2016 reporting period.

The 2014-15 reporting period is the second year of reporting online against the new reporting and compliance framework established by the Act. A significant benefit of this new framework is the ability of the Agency to provide employers with customised, confidential benchmark reports based on standardised data submitted by reporting organisations each year. The first benchmark reports were released at the end of 2014, and I trust you have found it valuable to see how your organisation compares on gender equality to other employers in your industry. Your 2014-15 benchmark reports will be available towards the end of this year.

WGEA is committed to supporting organisations to maximise the full potential of female and male talent. We have a range of innovative tools and resources for employers that are freely available on our website, [www.wgea.gov.au](http://www.wgea.gov.au). Alternatively, you can phone us on (02) 9432 7000 or 1800 730 233 and ask to speak with one of our senior advisors.

Yours sincerely

Louise McSorley
Acting Director
33. POWER OF ATTORNEY

PURPOSE
To note a list of documents signed under Power of Attorney by the Investment Manager between 2 June and 2 September 2015.

AUTHOR
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 exercised Power of Attorney between 2 June and 2 September 2015 (844/2015).

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 35.1 provides the list of transactions signed under Power of Attorney by the Investment Manager, between 2 June and 2 September 2015.

ATTACHMENT
33.1 List of transactions signed under Power of Attorney between 2 June and 2 September 2015 (844/2015).

COMMUNICATION
For public release ☐  For internal release ☐  Not for release ☑
### LIST OF TRANSACTIONS BY POWER OF ATTORNEY - 2 JUNE AND 2 SEPTEMBER 2015

<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1213</td>
<td>02/06/2015</td>
<td>200603135</td>
<td>ICA Property Development Fund No 2 Pty Ltd Proxy Form appointing the Chairman of the meeting to vote for the resolutions on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1214</td>
<td>07/07/2015</td>
<td>201211749</td>
<td>Application for Amending Money Market Deposit Account re Bankwest on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1215</td>
<td>07/07/2015</td>
<td>20120079C</td>
<td>Lease (in duplicate) to Optus Networks Pty Ltd for execution premises Level 1 52 Collins St Melbourne on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1216</td>
<td>09/07/2015</td>
<td>200712528</td>
<td>Diversified Infrastructure Trust Binding Offer Letter re final bid proposal on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1217</td>
<td>28/07/2015</td>
<td>201211749</td>
<td>Address Change Notification Advice re the University’s holding in Commbank Perls VII capital notes on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1218</td>
<td>28/07/2015</td>
<td>201211749</td>
<td>Request to Merge Multiple Holdings re the University’s two holdings in CBAPD Commbank Capital Notes on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1219</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Sale Agreement relating to units in the Diversified Infrastructure Trust on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1220</td>
<td>28/07/2015</td>
<td>200601687</td>
<td>Amendment Deed between the Australian National University and GBS Venture Partners Pty Ltd on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1221</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Transfer Form re transfer of 3,792,652 ordinary fully paid shares in the Diversified Infrastructure Trust from Australian National University to Pantheon Global Infrastructure Fund II L.P. on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1222</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Transfer Form re transfer of 990,099 ordinary fully paid shares in the Diversified Infrastructure Trust from Australian National University to SCERS SIRF (Holdings) LLC on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1223</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Transfer Form re transfer of 1,149,661 ordinary fully paid shares in the Diversified Infrastructure Trust from Australian National University to Psagot-Pantheon 1 L.P. on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1224</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Transfer Form re transfer of 1,317,404 ordinary fully paid shares in the Diversified Infrastructure Trust from Australian National University to Pantheon Global Infrastructure Fund II NPS L.P. on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1225</td>
<td>30/07/2015</td>
<td>200712528</td>
<td>Unit Transfer Form re transfer of 1,841,093 ordinary fully paid shares in the Diversified Infrastructure Trust from Australian National University to Pantheon Global Infrastructure Fund (Luxembourg) SCSp on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1226</td>
<td>10/08/2015</td>
<td>201211749</td>
<td>Application for Amending Money Market Deposit Account re Bankwest on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1227</td>
<td>12/08/2015</td>
<td>201211748</td>
<td>Request for Direct Credit of Payments re the University’s holding in Super Retail Group on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1228</td>
<td>12/08/2015</td>
<td>201211748</td>
<td>Request for Direct Credit of Payments re the University’s holding in Telstra on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>No.</td>
<td>Date</td>
<td>Reference</td>
<td>Description</td>
</tr>
<tr>
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</tr>
<tr>
<td>1229</td>
<td>12/08/2015</td>
<td>201211749</td>
<td>Request to Merge Multiple Holdings re the University’s two holdings in Westpac TPS Trust (Preferred Units) on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1230</td>
<td>26/08/2015</td>
<td>201211748</td>
<td>Request for Direct Credit of Payments re the University’s holding in Suncorp Group Limited on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1231</td>
<td>26/08/2015</td>
<td>201211749</td>
<td>Change of Address Notification re the University’s holding in ANZPA CPS2 on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1232</td>
<td>26/08/2015</td>
<td>201211749</td>
<td>Request to Consolidate Holdings re the University’s two holdings in ANZPA CPS2 on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1233</td>
<td>31/08/2015</td>
<td>200710539</td>
<td>Goldman Sachs Trans Tasman Private Equity Fund 07 Trust D (Trust) meeting proxy form on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1234</td>
<td>31/08/2015</td>
<td>20120079C</td>
<td>Sublease of Part Level 1 52-54 Collins St between Optus Networks Pty Limited (Head Tenant), Netwealth Group Services Pty Ltd (Subtenant) and The Australian National University (Head Landlord) on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1235</td>
<td>31/08/2015</td>
<td>20120079C</td>
<td>Lease of part of a building between The Australian National University and Netwealth Investment Limited re Levels 2, 5, 6, 7 and 8 52-54 Collins St Melbourne on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1236</td>
<td>01/09/2015</td>
<td></td>
<td>Investment Management Agreement between Australian National University, Plato Investment Management Limited and Pinnacle RE Services Limited on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1237</td>
<td>01/09/2015</td>
<td></td>
<td>Trust Deed ANU Enhanced Index Fund between Australian National University, Plato Investment Management Limited and Pinnacle RE Services Limited on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1238</td>
<td>02/09/2015</td>
<td>201211749</td>
<td>Transfer Form for Off-Market Transactions re the University’s holding in Westpac Banking Corporation (WBCPE) on behalf of the Long Term Investment Pool</td>
</tr>
</tbody>
</table>
34. UNIVERSITY SEAL REPORT

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

AUTHOR
Manager, Vice-Chancellor’s Office

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note that there have been no documents to which the University Seal has been affixed since the meeting of Council held on 24 July 2015.

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, in the lead up to, and since the meeting of Council held on 24 July is as follows.

15 July 2015
Deed of Indemnity and Access – Mr. Christopher Wilson, Council member

11 August 2015
Transfer of Land Volume 9852 Folio 573 (52 Collins Street Melbourne)

9 September 2015
Deed of Indemnity and Access – Professor Jan Provis, Council member

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
35. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

PURPOSE
To consider a report of significant visits and events, grants and consultancies.

AUTHOR
Communications Officer (Special Events)
Office of Research Excellence

REVIEWS BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the report of significant visits and events, grants and consultancies (845/2015).

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

ATTACHMENT
35.1 Report of significant visits and events, grants and consultancies (845/2015).
Significant Events from 1 July 2015 – 7 September 2015

**JULY**

**VIP Event**
ANU College of Asia and the Pacific
ANU Asia Pacific Week 2015
*Thursday 2 July 2015*

His Excellency Charles Lepani, High Commissioner of Papua New Guinea Her Excellency Ms Belen Anota, Ambassador for Philippines and Mr Moon Up Sung, Minister for the South Korea embassy participated in the Ambassadors panel for Asia Pacific Week. A week-long conference hosted annually by the ANU College of Asia and the Pacific and is now in its fifth year, the conference brings together approximately 100 outstanding students and scholars from around the world to discuss the future of the Asia Pacific region.

**VIP Event**
ANU College of Business and Economics
ACT Women in Leadership – Improving diversity and equity drivers for the public, private and third sectors
*Friday 3 July 2015*

The Vice-Chancellor delivered the vote of thanks for the key speakers at the event: Lisa Paul AO PSM, Secretary Commonwealth Department of Education and Training; Dr Imogen Reid, Senior Advisor – Trade and international Affairs, Australian Chamber of Commerce and Industry and Troy Roderick, Head of Diversity and Inclusion, Telstra

**VIP Event**
ANU College of Asia and the Pacific
MIKTA launch
*Wednesday 8 July 2015*

Their Excellencies His Excellency, Mr Armando Alvarez Reina, Ambassador, Embassy of Mexico, His Excellency, Mr Nadjib Riphat Kesoema, Ambassador, Embassy of the Republic of Indonesia, His Excellency, Mr Bong-hyun Kim, Ambassador, Embassy of the Republic of Korea and Ms Gülseren Çelik, Deputy Chief of Mission, Embassy of the Republic of Turkey attended presentations by participants of the two week academic program provided by ANU. MIKTA (Mexico, Indonesia, the Republic of Korea, Turkey and Australia) is an innovative partnership that brings these countries together. It is a consultative forum based on shared values and interests. It is a flexible and informal platform, aimed at advancing the common interests of the international community and is led by foreign ministers of the five countries.

Hosted by: The Coral Bell School of Asia Pacific Affairs

**Book Launch**
ANU College of Asia and the Pacific
*Thursday 9 July 2015*

**VIP Event**
ANU College of Asia and the Pacific
2015 China Update 2015
Thursday 9 July 2015

Acting Vice-Chancellor Professor Marnie Hughes-Warrington attended the Book launch and Update dinner hosting VIPs from the People’s Republic of China, Tsinghua University and Rio Tinto. Professor Hughes-Warrington also participated in the official opening of the Update.

Hosted by: Rio Tinto China Economy Program, Crawford School of Public Policy

**Research Visit**
L'Idex de Toulouse, France
Friday 10 July 2015

A delegation from the Toulouse L'Idex, led by their international director Professor Laurent Grosclaude, visited ANU in preparation of an Australian Study Tour to Toulouse in late 2015. The delegation were welcomed by Professor Jenny Corbett, and then met with representatives from the ANU College of Engineering and Computer Science, ANU College of Business and Economics, ANU College of Physical and Mathematical Sciences and ANU College of Arts and Social Sciences to discuss academic and research collaborations.

**VIP Lecture**
ANU College of Arts and Social Sciences
The Palestine and Middle East peace lecture presented by The Hon Bob Carr
Tuesday 14 July 2015

The following members of the diplomatic community attended the lecture:
- His Excellency Izzat Abdulhadi, Ambassador of the State of Palestine
- His Excellency Mr Reha KESKINTEPE, Embassy of Turkey
- His Excellency Mohamed Mael-Ainin, Embassy of Morocco
- His Excellency Abdolhossein Vahaji, Ambassador of the Islamic Republic of Iran
- His Excellency Molosiwa Selepe, High Commission of the Republic Botswana
- Her Excellency Mrs Ioanna Malliotis, High Commissioner of Cyprus
- Mr Milad Raad, Charge d’Affaires, Embassy of Lebanon
- Dr Joseph Pirotta, High Commissioner of the Malta High Commission
- Acting High Commission P Selvaraj, Sri Lanka High Commission
- Mr Milad Raad, Charge d’Affaires, Embassy of Lebanon
- Dr Ferenc Toth, Char’e ‘dAffaires, Hungary
- Charge d’Affaires, Brazil
- Charge d’Affaires, Romania
- Charge d’Affaires, Serbia
- Mr Hamzeh Al-Omari, Embassy of Jordan
- Mr Amadeldin Mohamed, Representing United Arab Emirates
- Mr Pierluigi Simonetti, Attaché, Embassy of Italy
Co-hosted by the ANU Centre for Arabic and Islamic Studies, Australians for Justice and Peace in Palestine (AJPP) and Students for Justice in Palestine (SJP)

**Public Lecture**
ANU College of Arts and Social Sciences
2015 Jack Smart Public Lecture
*Tuesday 14 July 2014*

Professor Rae Langton, from the University of Cambridge, gave a talk titled 'How to gain (and lose) authority with words'. Hosted by the School of Philosophy

**Public Lecture**
ANU/The Canberra Times Meet the Author Series
*Thursday 16 July 2015*

Father Frank Brennan spoke about his latest book *No Small Change: The Road to Recognition for Indigenous Australia*. More than 200 people were in attendance.

**Public Lecture**
ANU College of Physical and Mathematical Sciences
Australia and the Giant Magellan Telescope (GMT)
*20 July 2015*

Scientists working on the GMT gave an overview of the science and potential impacts behind the project. Hosted by the Research School of Astronomy and Astrophysics. More than 200 people were in attendance.

**VIP Event**
Alumni Relations & Philanthropy
Governor-General Tuckwell Scholars Reception
*Wednesday 22 July 2015*

The Governor-General hosted the 2015 and 2014 Tuckwell Scholars at a reception at Government House. The Vice-Chancellor and Deputy Vice-Chancellor (Academic) were also in attendance. Hosted by: Office of the Vice-Chancellor

**VIP Event**
ANU College of Sciences
*Friday 24 July 2015*

Science Joint Colleges Prizes, Awards and Scholarships

The Vice-Chancellor and Deputy Vice-Chancellor (Academic) spoke and presented awards and certificates during the ceremony.

**Public Lecture**
Professor Sir Richard Evans
*Monday 27 July 2015*

Eminent historian Professor Sir Richard Evans spoke about topics including German history in the period 1914-1945 and his career as a historian. The talk was also live streamed attracting national and international viewers. More than 200 people were in attendance.
VIP Event
ANU College of Medicine, Biology & Environment
Book launch: Renewable energy resources
Monday 27 July 2015

The Hon Dr Andrew Leigh launch the book *Renewable Energy Resources* which covers the full range of renewable energy technologies and their implementation worldwide. Hosted by: Fenner School of Environment and Society

Public Lecture
ANU College of Medicine, Biology and Environment
JCSMR Director’s ‘Health through Discovery’ public lecture series
Monday 27 July 2015

Professor Emily Banks gave a talk titled ‘Smoking and mortality: the first large-scale Australian results.’ Hosted by The John Curtin School of Medical Research.

Public Lecture
ANU College of Medicine, Biology and Environment
Professor Bruce Armstrong
Tuesday 28 July 2015

Professor Bruce Armstrong from the University of Sydney gave a talk titled How dangerous is it to live in a Mr Fluffy house? Hosted by the National Centre for Epidemiology & Population Health Research. More than 200 people were in attendance.

Public Lecture
ANU College of Business and Economics
Professor Richard Freeman
Tuesday 28 July 2015

Professor Richard Freeman from Harvard University gave a talk titled ‘How to solve the inequality problem that is plaguing capitalism’. Hosted by the Research School of Economics More than 300 people were in attendance

Public Lecture
ANU/The Canberra Times Meet the Author Series
Major General John Patrick Cantwell AO
Thursday 30 July 2015

Major General John Patrick Cantwell AO, retired senior Australian Army officer, spoke about his latest book *Leadership in Action*. More than 200 people were in attendance

VIP Book Launch
ANU College of Asia and the Pacific
Thursday 30 July 2015

Professor the Hon Gareth Evans AC, QC launched the book *Australia’s Indonesia Project: 50 years of engagement* written by Dr Colin Brown. Hosted by the ANU Indonesia Project

VIP Conference
Indonesia Project 50th anniversary
ANU College of Asia and the Pacific
Tuesday 28 – Friday 31 July 2015

His Excellency Professor Boediono, former Indonesian Vice President, HE Mr Nadjid Riphat Kesoema, Indonesia’s Ambassador to Australia and Vanuatu, Professor Mari Pangestu, former Indonesian Minister for Trade and Minister for Tourism and Creative Economy, Dr Muhamad Chatib Basri, former Indonesian Minister of Finance and Mr Peter Varghese AO, Secretary of Department of Foreign Affairs and Trade participated in various parts of the conference program. Hosted by the ANU Indonesia Project

VIP Event
Office of the Vice-Chancellor
China in the World Exhibition for Diplomatic Community
Wednesday 29 July 2015

Twenty two members of the diplomatic community attended a seminar and exhibition titled China & ANU, Diplomats, adventures, scholars. The Vice-Chancellor welcomed them and academics from the Australian Centre on China in the World spoke. Hosted by The Australian Centre on China in the World

VIP Lecture
ANU and Fulbright Commission
FULBRIGHT/ANU Humanities Research Centre Public lecture 2015
Wednesday 29 July 2015

Deputy Vice-Chancellor (Academic) Professor Marnie Hughes-Warrington welcomed guests and delivered opening remarks. Mr Pablo Esteban Bedoya, Chargé d'Affaires, Embassy of Paraguay was in attendance. Hosted by the Research School of Humanities and the Arts

VIP Lecture
ANU College of Asia and the Pacific
The Middle East – the new Asia: why Australia should concentrate on strengthening the economic relationship.
Wednesday 29 July 2015

Sixteen members of the diplomatic community attended the lecture. Hosted by: Crawford School of Public Policy

VIP Event
ANU College of Asia and the Pacific
Indonesia Project 50th anniversary
Thursday 30 July 2015

The Vice-Chancellor spoke at the dinner celebrating 50 years of the Indonesia Project. The Chancellor, His Excellency Professor Boediono, former Indonesian Vice President, HE Mr Nadjidip Riphat Kesoema, Indonesia’s Ambassador to Australia and Vanuatu, Professor Mari Pangestu, former Indonesian Minister for Trade and Minister for Tourism and Creative Economy, Dr Muhamad Chatib Basri, former Indonesian Minister of Finance and Mr Peter Varghese AO, Secretary of Department of Foreign Affairs and Trade were in attendance. Hosted by the ANU Indonesia Project
VIP Lecture
ANU College of Arts and Social Sciences
Islamic finance: religious identity, petrodollars and legal arbitrage
Thursday 30 July 2015

Ten members of the diplomatic community attended the lecture. Hosted by the ANU Centre for Arab and Islamic Studies

VIP Event
Office of the Vice-Chancellor
Memorial service for Professor Anthony Low, former Vice-Chancellor of ANU
Friday 31 July 2015

The Vice-Chancellor hosted the occasion to acknowledge and celebrate the contribution made by Professor Low as Vice-Chancellor and academic. The Chancellor also attended and participated in the occasion.

AUGUST
Public Lecture
ANU College of Law
Eighteenth Geoffrey Sawer Lecture
Wednesday 5 August 2015

Justice Daphne Barak-Erez, from the Supreme Court of Israel, gave a talk titled ‘History and memory in constitutional adjudication’. More than 200 people were in attendance.

Event
ANU Sustainability Learning Community
Great Green Debate
Wednesday 5 August 2015

The following participants debated and discussed the sustainability vision for Union Court: Ben Gill, President of ANU Students' Association Professor; Libby Robin, ANU Fenner School of Environment and Society; Chris Grange, ANU Executive Director of Administration and Planning; Bart Meehan, ANU Fenner School of Environment and Society, Visiting Fellow; Miriam Adams-Schimminger, Environment Collective and honours student. More than 200 people were in attendance

VIP Event
ANU College of Arts and Social Sciences
Launch of the ANU Italian Cultural Society
Friday 7 August 2015

Pro Vice-Chancellor (International and Outreach) attended the launch of the society. The Ambassador of Italy and Japan also attended the launch. Hosted by the ANU Italian Cultural Society, President, School of Literatures, Languages and Linguistics

VIP Event
ANU College of Asia & the Pacific
Monday 10 August 2015
Launch of the Australian Intervention Support Hub (AISH)
Pro Vice-Chancellor (Innovation) Professor Mick Cardew-Hall, welcomed The Hon Michael Keenan MP, Minister for Justice, Minister Assisting the Prime Minister on Counter-Terrorism, Member for Stirling on campus. The Minister official launch the AISH. Hosted by: Regulatory Institutions Network (RegNet)

**Government Relations**
Office of the Vice-Chancellor
*Tuesday 11 August 2015*

ANU experts briefing on politics and economics

The Vice-Chancellor and ANU academics meet with Senator Wang, Senator Bob Day AO, Senator Glenn Lazarus, Senator David Leyonhjelm, and Senator Ricky Muir to help them gain insights into how to identify and understand the economic implications of the government’s legislative agenda.

**Government Relations**
Office of the Vice-Chancellor
*Wednesday 12 August 2015*

Intergovernmental panel on climate change briefing

Five lead authors of the IPCC met with parliamentarians for a series of briefings including:
The Hon Tanya Plibersek MP, Deputy Leader of the Opposition
The Hon Greg Hunt MP, Minister for the Environment
The Hon Mark Butler, Shadow Minister for the Environment, Climate Change and Water
Senator Larissa Waters, Co-Deputy Leader of the Australian Greens and Senator for Queensland
Ms Terri Butler MP, Australian Labor Party
Senator the Hon Doug Cameron, Australian Labor Party
The Hon Alannah MacTiernan MP, The Australian Labor Party
Senator Janet Rice, The Australian Greens

**Public Lecture/ Government Relations**
ANU / The Canberra Times Meet the Author Series
*Tuesday 11 August 2015*

The Hon Christopher Pyne, Minister for Education, spoke about his latest book *A Letter To My Children*. More than 200 people were in attendance

**VIP tour**
Office of the Vice-Chancellor
*Wednesday 12 August 2015*

Bill Shorten press conference and tour

The Hon Bill Shorten was joined by The Hon Mark Butler and The Hon Andrew Leigh for a tour of the ANU Photovoltaic Laboratory prior followed by a press conference.

**VIP Lecture**
ANU College of Medicine, Biology & Environment
*Wednesday 12 August 2015*

Intergovernmental panel on climate change (IPCC)
Deputy Vice-Chancellor (Research) welcomed the Deputy Chief Minister and Environment Minister, ACT Government Mr Simon Corbell to speak. Mr Paul Bongiorno AM moderated the panel discussion. Hosted by: ANU Climate Change Institute / ANU Energy Change Institute

**VIP Symposium**
ANU Gender Institute
**Wednesday 12 August 2015**
Symposium: The great transformation in South Asia: feminisation of agriculture and food security

Her Excellency Ms Naela Chohan, High Commissioner for Pakistan attended the lecture.

**Partner Visit**
Shandong University, Weihai, People’s Republic of China
**Wednesday 12 August 2015**

A delegation from Shandong University (SDUW), led by President Han Shenghao, visited ANU to further discuss a potential ANU-SDUW joint College. They met with Professor Marnie Hughes-Warrington, Dr Erik Lithander and Dr Davina Potts for lunch, before having a plenary meeting with representatives of the ANU College of Business and Economics, the ANU College of Physical and Mathematical Sciences and the ANU College of Medicine, Biology and Environment.

**Lecture**
ANU College of Law
**Thursday 13 August 2015**

The Annual Kirby Lecture on International Law

Professor Gerry Simpson, from the University of Melbourne, gave a talk titled ‘Human rights with a vengeance: one hundred years of retributive humanitarianism’. More than 200 people were in attendance

**VIP Lecture**
ANU College of Asia and the Pacific
**Thursday 13 August 2015**

Clare O’Neill MP, Member for Hotman and Tim Watts MP, Member for Gellibrand joined Professor Gareth Evans AC QC in conversation to talk about their latest book *Two Futures: Australia at a Critical Moment.*

**VIP Event**
ANU College of Business and Economics
**Friday 14 August, 2015**

CBE Prizes and Scholarships

Pro Vice-Chancellor (International and Outreach) met and introduced the following members of the diplomatic community, H.E. Nadjib Riphat Kesoema, Ambassador Embassy of the Republic of Indonesia and Lynette Long, Deputy High Commissioner Singapore High Commission.
VIP Symposium
Australian Centre on China in the World
Friday 14 August 2015

His Excellency Mr Zhaoxu MA, Ambassador for People’s Republic of China, Her Excellency Naela Chohan, High Commissioner of Pakistan, His Excellency Mr Isaiya KABIRA, High Commissioner of the Republic of Kenya and Mr Chris Bourke, ACT Legislative Assembly, Member for Ginninderra participate in the symposium hosted by CSSA at the Australian Centre of China in the World brings together with distinguished experts and young leaders in the field of international relations and security to discuss the implications of a proactive Chinese foreign policy for the Asia-Pacific Region.

Government Relations
Office of the Vice-Chancellor
Friday 14 August 2015

The Vice-Chancellor hosted a roundtable for Senator Michael Canavan and senior academic staff to discuss Microeconomic reform: 20 years after National Competition Policy. Where to from here?

Public Lecture
ANU Gender Institute
Tuesday 18 August 2015

Sister Angélique Namaika gave a talk titled ‘Women together: conflict, courage and hope: from Democratic Republic of the Congo to Australia’. Sister Angélique is the recipient of the 2013 Nansen Refugee Award – UNHCR’s highest human rights prize – for her ground-breaking work with women and girls in the Democratic Republic of the Congo. More than 200 people were in attendance

VIP Event
New student accommodation announcement
Tuesday 18 August 2015
Office of the Vice-Chancellor

The Vice-Chancellor announced the construction of a new student residence for 500 students.

VIP Event
Alumni Relations and Philanthropy
Thursday 20 August 2015
Vice-Chancellor’s annual alumni recognition reception and launch of the 2016 ANU Alumni Awards

The Vice-Chancellor and Chancellor attended and spoke at the event which is held to engage with high-profile, distinguished and extraordinary alumni who have risen to the top of their chosen fields, who have been honoured for volunteer, professional or leadership service, who have been honoured this year with ANU Alumni Awards, Australia Day or Queen’s Birthday honours or who have received another honour.

Major Event
ANU College of Physical and Mathematical Sciences
Friday 21 August 2015
Mt Stromlo Observatory’s World Record Night

ANU successfully organised, and broke, two Guinness World Records - Most People Stargazing at a Single Site (Canberra) and Most People Stargazing Across Multiple Sites in a Country (Australia). Hosted by the Research School of Astronomy and Astrophysics. More than 3,000 people were in attendance.

Major Event
ANU Colleges of Science
Sunday 23 August 2015
An evening with Neil DeGrasse Tyson (part of National Science Week ACT)

The ANU Colleges of Science, ANU Students’ Association, Australian Academy of Science, Science Week ACT, ANU Open Day, ANU Research School of Astronomy and Astrophysics and ANU Alumni partnered together to bring renowned astrophysicist Neil deGrasse Tyson to ANU. More than 1,300 people were in attendance

VIP Visit
ANU Medical School
Tuesday 25 August 2015
Vietnamese Ministry of Health delegation

A delegation of 20 led by the Minister, Ministry of Health and from the Department of Health visited ANU and meet with the Pro Vice-Chancellor (International and Outreach), ANU Medical School and The John Curtin School of Medical Research to discuss the Australian Health Care system and training.

Lecture
ANU Centre for European Studies
Wednesday 25 August 2015
2015 Schuman Lecture

Connie Hedegaard, Chair of the Board of the KR Foundation, gave a talk titled ‘The European Union’s climate and energy policy, a driver for growth and innovation’. More than 200 people were in attendance

VIP Lecture
Australian Centre on China in the World
Wednesday 26 August 2015
Seminar: China, Australia and the wider world

Ambassadors from Royal Norwegian Embassy and the British High Commissioner attended the lecture.

VIP lecture
ANU Arts and Social Sciences
Wednesday 26 August 2015
Schuman Lecture. The European Union’s climate and energy policy, a driver for growth and innovation.

Presented by Connie Hedegaard, Chair of the Board of the KR Foundation, based in Copenhagen and she was EU Commissioner for Climate Action from 2010 – 2014.
Members of the diplomatic community in attendance were:
Her Excellency Ms Unni KLOVSTAD. Royal Norwegian Embassy
His Excellency Mr Manuel CACHO, Embassy of Spain
His Excellency Mr Pawel MILEWSKI, Embassy of the Republic of Poland
Mrs Jana GRILC, Charge d’Affaires, Embassy of the Republic of Slovenia
Her Excellency Mrs Annemieke RUIGROK, Embassy of the Kingdom of the Netherlands
His Excellency Mr Paulo CUNHA-ALVES, Embassy of Portugal
His Excellency Mr Sem Fabrizi, Ambassador of the Delegation of the European Union
Mr Ole Neustrup, Deputy Head of Mission, Royal Danish Embassy

Government Relations
Office of the Vice-Chancellor
Thursday 27 August 2015
Lunch with Senator the Hon Marise Payne, Minister for Human Services on indigenous Identification, Health and Mobility

The Acting Vice-Chancellor Professor Marnie Hughes-Warrington hosted lunch and discussion with senior academics in the relevant field and members of the Senator’s office and Department.

Public Lecture
ANU/The Canberra Times Meet the Author Series
Thursday 27 August 2015

The Hon Chris Bowen, Shadow Treasurer, spoke about his latest book The Money Men. More than 200 people were in attendance

SEPTEMBER

Partner Visit
Tuesday 1 September 2015
Catholic University of Uruguay

Dr Iganico Bartesaghi from the Catholic University of Uruguay visited ANU to discuss potential collaborations and student exchanges between the two institutions. He met with representatives of the Australian National Internships Program (led by Professor Jacqueline Lo), the Australian National Centre for Latin American Studies (led by Dr John Minns) and the Division of Global Programs and Engagement (led by Mr Jerome Ho).

VIP Visit
Wednesday 2 September 2015
Pacific Alliance Program on Qualification Recognition, Latin America

A delegation for the Pacific Alliance Program on Qualification Recognition visited ANU to discuss the practical purposes used within ANU to assess qualifications and recognition of prior learning. They met with representatives of Global Engagement, the Admissions Office, the Academic Standards and Quality Office and ANU College.
VIP Lecture
ANU/The Canberra Times Meet the Author Series
Wednesday 2 September 2015

The Hon Andrew Leigh, Shadow Assistant Treasurer, spoke about his latest book *The Luck of Politics.* More than 200 people were in attendance

VIP Lecture
ANU College of Asia and the Pacific
Thursday 3 September 2015
Anti-Corruption in the Xi Jinping era

Public Lecture attended by His Excellency Mr Paweł Milewski, Ambassador of the Republic of Poland. Hosted by: the Australian Centre on China in the World

VIP Lecture
Ursula College T
Thursday 3 September 2015
Ursula Hall academic dinner

The Vice-Chancellor attended, spoke to and presented awards to student academic mentors.
Australian National University - Research Services Division

Grants and Consultancies
Awarded between 1 July 2015 and 31 Aug 2015

College of Arts and Social Sciences ................................................................................................................................. 2
College of Asia and the Pacific ......................................................................................................................................... 3
College of Engineering and Computer Science ................................................................................................................ 3
College of Medicine, Biology and Environment .............................................................................................................. 4
College of Physical and Mathematical Sciences............................................................................................................... 6

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

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
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<tbody>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Prof Howard Morphy</td>
<td>The Relational Museum and its Objects</td>
<td>$699,310</td>
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<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr Sean Burges</td>
<td>DFAT Short Course on International Relations</td>
<td>$70,327</td>
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<td>Commonwealth Department of Health</td>
<td>Dr Matthew Manning</td>
<td>Determining the cost of alcohol to law enforcement</td>
<td>$136,005</td>
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<tr>
<td>Australia Council</td>
<td>Dr Lucy Neave</td>
<td>'The Claims of Love'</td>
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### College of Asia and the Pacific

<table>
<thead>
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<tr>
<td>Australian Research Council (ARC)</td>
<td>Prof Renee McKibbin (previously Fry)</td>
<td>Economic Diplomacy and National Prosperity</td>
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<tr>
<td>Commonwealth Department of Foreign Affairs and Trade, Australia-Korea Foundation</td>
<td>Dr Brendan Taylor</td>
<td>Pivotal powers: Korea, Indonesia and Australia in a contested Asia</td>
<td>$20,000</td>
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<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr Shiro Armstrong</td>
<td>2015 Japan Update</td>
<td>$21,000</td>
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<td>Australian Productivity Commission</td>
<td>Prof Robert Breunig</td>
<td>Economic analysis of immigrants’ impacts on the labour market outcomes of incumbents in Australia</td>
<td>$42,000</td>
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<td>Commonwealth Department of Treasury</td>
<td>Prof Peter Drysdale</td>
<td>Australia-China Joint Economic Report</td>
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### College of Engineering and Computer Science

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<tr>
<td>Australian Research Council (ARC)</td>
<td>A/Prof Wojciech Lipinski</td>
<td>Thermal transport in multi-phase flows for concentrating solar applications</td>
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<td>Canon Information Systems Research Australia Pty Ltd</td>
<td>Dr Alistair Rendell</td>
<td>Parallel Programming Module 1</td>
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<tr>
<td>Australian Research Council (ARC)</td>
<td>Prof Michael Djordjevic</td>
<td>Towards crop improvement utilising peptide regulators of plant growth</td>
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<td>Australian Research Council (ARC)</td>
<td>Dr Rachel Li</td>
<td>Tuneable Strontium-Delivery Interface to Magnesium-based Alloy for Orthopaedic Implants</td>
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<td>Commonwealth Department of the Environment</td>
<td>Prof David Lindenmayer</td>
<td>National Environmental Science Program (NESP) - Threatened Species Recovery Hub</td>
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<td>Australian Flora Foundation</td>
<td>Ms Annisa Satyanti</td>
<td>The effect of warmer temperature and shorter winter duration on the germination and survival of Australian alpine seedlings</td>
<td>$13,637</td>
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<td>National Roads and Motorists Association (NRMA)</td>
<td>Prof Kaarin Anstey</td>
<td>Randomised controlled trial of interventions to enhance skills in older drivers</td>
<td>$94,415</td>
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<td>Commonwealth Department of Defence</td>
<td>Dr Dirk Van Rooy</td>
<td>The application of new learning techniques to enhance and optimise individual and collective training</td>
<td>$36,365</td>
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<td>Clinton Foundation</td>
<td>Prof Michael Hutchinson</td>
<td>Training in ANUSplin for KMS</td>
<td>$32,962</td>
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<td>Canberra Birds Conservation Fund</td>
<td>Ms Constanza Leon</td>
<td>Complex cooperation and the effects of climate on white-winged choughs (Corcorax melanorhamphos)</td>
<td>$2,850</td>
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<td>Commonwealth Dept of Foreign Affairs &amp; Trade, Australian Cnt for International Agricultural Res(ACIAR)</td>
<td>Dr Digby Race</td>
<td>ACIAR printing contract</td>
<td>$12,265</td>
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<td>Commonwealth Department of Defence</td>
<td>Prof David Lindenmayer</td>
<td>Beecroft Range</td>
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<td>Geoscience Australia</td>
<td>Prof Michael Hutchinson</td>
<td>Collaboration Agreement to further development of data inputs into Australian Hydrological Geospatial Fabric</td>
<td>$40,200</td>
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<td>Royal Australian College of General Practitioners</td>
<td>Ms Penelope Burns</td>
<td>Roles for General Practitioners in supporting comprehensive continuity of health care for their patients and local communities through disasters</td>
<td>$16,450</td>
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<td>NSW Office of Environment and Heritage</td>
<td>Dr Wendy Merritt</td>
<td>Stage 2 Improving the waterbird breeding model for the Narran Lakes Decision Support System</td>
<td>$34,787</td>
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<td>World Health Organisation (WHO)</td>
<td>Prof Hal Kendig</td>
<td>Asia Pacific Observatory on Health Systems and Policies: Fellowship Program - Tranche 4 of 6</td>
<td>$42,229</td>
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<td>Royal Australian College of General Practitioners</td>
<td>Dr Louise Stone</td>
<td>Sexual abuse of doctors, by doctors</td>
<td>$2,500</td>
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<td>Juvenile Diabetes Research Foundation Australia (JDRF)</td>
<td>Mr Mandeep Singh</td>
<td>JDRF Travel Grant</td>
<td>$4,000</td>
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<td>Pfizer Australia Pty Ltd</td>
<td>Dr Ben Corry</td>
<td>Understanding the binding of drugs to voltage gated sodium channel fenestrations</td>
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<td>Australian Foundation for Mental Health Research</td>
<td>Prof Michael Kyrios</td>
<td>The development of a short technology-based treatment for Obsessive Compulsive Disorder</td>
<td>$15,000</td>
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<td>Australian Research Council (ARC)</td>
<td>Dr Marc Norman</td>
<td>Unlocking the secrets of the groundwater cycle using Si and Li isotopes</td>
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<tr>
<td>Australian Research Council (ARC)</td>
<td>Dr Andrew Kingston</td>
<td>Unlocking the potential of quantitative x-ray micro-tomography</td>
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<td>Australian Research Council (ARC)</td>
<td>Dr Robert Sharp</td>
<td>High-cadence near-infrared imaging</td>
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<td>Australian Research Council (ARC)</td>
<td>Prof Robert Elliman</td>
<td>Ion-beam synthesis of functional oxides for next generation memory devices</td>
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<td>Australian Research Council (ARC)</td>
<td>Dr Steve Madden</td>
<td>Brighter than a synchrotron: mid-infrared sources for spectroscopy &amp; sensing</td>
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<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof Michelle Coote</td>
<td>pH Switchable Control Agents for Free-Radical Polymerization</td>
<td>$50,000</td>
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<tr>
<td>Tennant Company</td>
<td>Prof Vincent Craig</td>
<td>Bulk Nanobubbles</td>
<td>$103,005</td>
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<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof Barry Luther-Davies</td>
<td>Mid Infrared Optical Parametric Amplifier (MIROPA)</td>
<td>$50,000</td>
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<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Dr Shannon Notley</td>
<td>Enhancing Thermal Properties Using Graphene (DTF209)</td>
<td>$50,000</td>
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</tbody>
</table>
PART 6 – OTHER BUSINESS

*36. 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 ☐
*C37. OTHER BUSINESS

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

SPONSOR
Chancellor

RECOMMENDATION
That the Council consider any other business raised.

ACTION REQUIRED
For discussion ☑ For decision ☐ For information ☐
38. **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 4 December 2015.

**ACTION REQUIRED**
- [ ] For discussion
- [ ] For decision
- [x] For information