COUNCIL

The 439th meeting of the Council will be held at 9:15 am on Friday 7 April 2017 in the R C Mills Room, Chancelry. Any additional papers and briefing materials will be available in the Mills Room from 8.30am.

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

Kate Molloy
Director
Corporate Governance and Risk Office

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IMPORTANT INFORMATION FOR MEMBERS

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

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

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

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

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

Duty of Care & Diligence
A member of the Council must exercise their powers, perform their functions and discharge their
duties with the degree of care and diligence that a reasonable person would exercise if they:
- were a member of the Council in the University's circumstances; and
- occupied the position held by, and had the same responsibilities within the University as,
  the member of the Council.

Duty to Act in Good Faith and for Proper Purpose
A member of the Council must exercise their powers, perform their functions, and discharge their
duties in good faith and for a proper purpose.

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

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

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

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

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

http://www.anu.edu.au/about/governance/committees/council
PART 1 – PROCEDURAL ITEMS

* 1 ANNOUNCEMENTS AND APOLOGIES

There are no apologies for this meeting.

The Chair may speak.

* 2 LEAVE OF ABSENCE

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

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

* 3 DISCLOSURE OF MATERIAL PERSONAL INTEREST

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

* 4 ARRANGEMENT OF AGENDA

1. The Chair will ask whether any further items should be considered confidential.
2. The Chair will ask whether any further items should be starred for discussion.
3. The Vice-Chancellor will move that the unstarred items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Agenda Item 36, 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 16 February 2017 (6/2017) and the report from Council Planning Day held over 16 and 17 February 2017 (8/2017). |
THE AUSTRALIAN NATIONAL UNIVERSITY
COUNCIL MINUTES
CONFIDENTIAL

The 438th meeting of the Council was held at 11:00 am on Thursday 16 February 2017, in the Board Room, Level 11, ANU House, Melbourne.

Confidential until confirmed by Council
The Council planning day was held from 1:45 pm – 6:00 pm on Thursday, 16 February and from 9:00 am to 3:45 pm on Friday 17 February 2017, in the Conference Room, ANU House, Level 11, 52 Collins Street, Melbourne.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

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

*13. DRAFT ANU ACADEMIC PLAN 2017-2023

PURPOSE  
To consider the key strategic issues, initiatives and priorities contained in the draft Academic Plan for ANU.

PREPARED BY  
Deputy Vice-Chancellor (Academic)

REVIEWED BY  
Vice-Chancellor

APPROVED BY  
Chancellor

SPONSOR  
Chancellor

RECOMMENDATION  
That Council consider the key strategic issues, initiatives and priorities contained in the draft ANU Academic Plan (110/2017).

ACTION REQUIRED  
☒ For discussion  ☐ For decision  ☑ For information

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

Extensive consultation has been undertaken to inform the development of the ANU Academic Plan. Information on consultation through the university’s governance structure is detailed below. The Academic Plan emerges from work on the prior Education Plan, and work with the Hornery Institute that clearly identified a need to focus on the development and support of the University’s academic workforce to enable the rethinking of approaches to, and prioritisation of, teaching and learning, and to give a significant priority to physical and digital infrastructure. Total consultation outside of the formal governance structure includes:

- meetings, interviews, focus groups and online engagement activities with over 500 staff and students conducted by the Hornery Institute;
- Responses from staff and students to the DVCA education thought experiment paper issued at UEC;
- Over 10,000 written activity submissions on the creation of a new Union Court, as facilitated by the Hornery Institute and Village Well;
- The initiation of our first staff survey on current and future learning and teaching spaces; and
- The creation and meeting of a Super Convenor Working Group to ensure innovations in teaching and learning spaces cater to our larger classes, which more than 90% of our students will undertake

Consultation through formal governance structures
Academic Board (7 March 2017) noted the draft Academic plan as outlined at Appendix A, including any further amendments recommended at AB1/2017 for potential amendment.

Senior Management Group Retreat (February 2017) gave detailed consideration to the draft Plan.

University Education Committee (9 February 2017) endorsed for transmission to Academic Board:
1. The draft Academic plan as outlined at Appendix A, noting any further amendments recommended at UEC1/2017.
2. That UEC members are invited to volunteer to work with the DVCA to identify and lock in the IPI’s by emailing eo.dvca@anu.edu.au by Friday 17 February 2017.
Academic Board (6 December 2016) noted that Academic Board are to provide feedback on the proposed Academic Plan template to felicity.gouldthorp@anu.edu.au by Friday 13 January 2017.

University Education Committee (17 November 2016) noted that Colleges are to provide feedback on the proposed Academic Plan template to felicity.gouldthorp@anu.edu.au by Friday 13 January 2017.

Hornery Institute (2014) Exploring the Future of Digital Teaching and Learning at ANU recommended the following 10 big shifts to transform learning at the ANU:

1. Turn off auto-pilot and appreciate learning as an "experience" that can be curated & influenced
2. Shift from a lecture & tutorial delivery focus to a ‘pick & mix’ menu of learning options tailored to the individual
3. Reposition the teacher interface & support model from “on my terms” to “on demand”
4. Evolve online access to course materials from “at a minimum” to “at my fingertips” [anywhere & any time]
5. Realign teaching mindset from “teaching...groan” to “teaching ...yay!” & reward the champions
6. Define, deliver & own research led education
7. Stop playing it safe and foster a culture of innovation & experimentation
8. Expand the complacent ANU “world view” to one that is real, competitive & globally connected
9. Convert “islands of excellence” to an integrated, engaged & productive learning community
10. Develop tools & resources not “because we have to” but because they deliver an optimal learning experience

BACKGROUND AND SUMMARY OF ISSUES

The draft Academic Plan has been circulated broadly through the University for feedback, including through the University’s Education Committee in November and February, Academic Board in December and March, and the University’s Executive through the SMG retreat in February 2017. That feedback was then collated, and used to refine the Academic Plan. Final feedback is currently being sought from the University’s Academic Board, with the plan to remain in draft form until the middle of the year, along with the other supporting plans, as agreed with Council.

A significant item of feedback arising from the discussions to date has been related to the KPI’s. The next step of the plan will be to develop Institutional Performance Indicators (IPI’s) which will serve as internal lead indicators to signal the anticipated satisfaction of the KPI’s contained within the University’s strategic plan.

It is expected that the framework for monitoring success against the Academic Plan will include twice yearly status reporting through University Education Committee and Academic Board, and annual reporting to Council. Additional methods for monitoring interim successes against the plan will be discussed by a subgroup of University Education Committee.

Performance standards for the research aspects of the Academic Plan will be determined by the University Research Committee and Deputy Vice-Chancellor (Research) for incorporation into the academic performance framework.

Key aspects of the Academic Plan have been allocated to the DVC(A) and supporting staff within the DVC(A) portfolio for delivery in 2017, to ensure the momentum of the new plan is capitalised upon. The cascading of responsibilities from the Academic Plan to individuals means that we will have made significant progress against several of the targets, as detailed in Table 1, by the time of the first reporting through University Education Committee and Council.

Table 1: Support Responsibilities contained within 2017 Performance and Development Review forms

PART 3 – STRATEGIC ISSUES
<table>
<thead>
<tr>
<th>ACTION (noting related ANU Strategic Plan initiative no.)</th>
<th>LEAD</th>
<th>LEAD SUPPORT</th>
<th>DELIVERY TIMELINE</th>
</tr>
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<tr>
<td>A.1 Regenerate academic recruitment policies and procedures to reflect the performance expectations of the world’s best universities, and global best practice in diversity (1.1)</td>
<td>DVCA</td>
<td>PVC(UE)</td>
<td>2017</td>
</tr>
<tr>
<td>A.2 All staff with teaching responsibilities will meet the requirements of an ANU Higher Education Academy fellowship (or equivalent) and become a fellow as a part of their probationary conditions, or within a year of transfer, unless they are a Principal Fellow of the Higher Education Academy. All PhD students and fixed-term and affiliated staff with teaching responsibilities will be given the opportunity to complete an ANU Higher Education Academy fellowship. (1.1)</td>
<td>DVCA</td>
<td>PVC(EGE)</td>
<td>2017–2022</td>
</tr>
<tr>
<td>A.8 All staff who receive student evaluations of teaching with overall satisfaction ≤60% twice or ≤40% once will complete tailored training, and be provided with mentorship, training and/or professional development (1.2)</td>
<td>DVCA</td>
<td>PVC(EGE)</td>
<td>2017</td>
</tr>
<tr>
<td>A.10 Design and implement a multi-dimensional instrument that captures student sentiment concerning learning and teaching and staff sentiment concerning learners and the learning environment (1.8)</td>
<td>DVCA</td>
<td>DVC(A) Executive Officer</td>
<td>2018–2020</td>
</tr>
<tr>
<td>A.13 Introduce Australia’s first university-wide integrated approach to admissions, accommodation and scholarships which recognises academic and co-curriculum achievements and matches financial support with need and which sets the highest national standards (1.10)</td>
<td>DVCA</td>
<td>Director, DSRA DVC(A) Executive Officer</td>
<td>2018–2023</td>
</tr>
<tr>
<td>A.14 Construct state of the art physical and digital infrastructure in Union Court which prioritise the needs of teachers of the University’s largest courses (1.11)</td>
<td>DVCA</td>
<td>Registrar, Student Administration Registrar, Student Life PVC(EGE)</td>
<td>2017–19</td>
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**ATTACHMENT**


**COMMUNICATION**

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

**PART 3 – STRATEGIC ISSUES**
PART 4 – OTHER MATTERS FOR DECISION

14. ANU ANNUAL REPORT 2016

PURPOSE
To approve the 2016 Annual Report for transmission to the Minister for Education and Training and tabling in the Australian Parliament.

PREPARED BY
Senior Communications and Public Affairs Officer

REVIEWED BY
Director, Strategic Communications and Public Affairs

APPROVED BY
Vice-Chancellor

SPONSOR
Vice Chancellor

RECOMMENDATION

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

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

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

The letter of transmittal and annual financial statements for the year ending 31 December 2016, for inclusion in the Annual Report, are provided for Council approval, under agenda items 9 and 10.

For 2016, the National Institutes Grant Report is also included in the Annual Report.

ATTACHMENT

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

The Annual Report must be presented and tabled in Parliament prior to being released to the public. It needs to be provided to the Department for transmission to the Minister by 9 April 2017.
15. RESEARCH SCHOOL OF PHYSICS AND ENGINEERING (RSPE) PRECINCT MASTER PLAN

PURPOSE
To provide a briefing on, and request approval of, the RSPE Precinct Masterplan.

PREPARED BY
Director, Facilities & Services

REVIEWED BY
Director, Research School of Physics and Engineering

APPROVED BY
Executive Director Administration and Planning

SPONSOR
Chancellor (Chair, Campus Planning Committee)

RECOMMENDATION
That Council approve the RSPE Precinct Master Plan (93/2017).

ACTION REQUIRED
☑ For discussion ☑ For decision ☐ For information

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

Over the past eighteen months there has been significant consultation within the areas each School. This has included student and staff consultation in large and smaller forums.

Consultation with the National Capital Authority and Department of Environment and Energy (Heritage) have progressed during the development of the masterplan.

Consultation has occurred with Facilities and Services related staff – gardens and grounds, security and engineering.

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

A presentation was provided to the Campus Planning Committee on Wednesday 15 March 2017 by Professor Tim Senden and Mark Roehrs (Architect Hassell). The Committee endorsed the RSPE Masterplan to progress to Council for approval.

BACKGROUND AND SUMMARY OF ISSUES

The Research School of Physics & Engineering (RSPE) is housed in a disparate cluster of buildings on the Acton campus. The facilities within the RSPE precinct date from the 1950’s and were originally part of the research-only Institute of Advanced Studies (IAS). The Department of Quantum Science facilities, currently accommodated adjacent to University Avenue, were originally part of the ANU Faculties and used for both teaching and research. The majority of these buildings have been constantly refurbished over the years, with many being repeatedly converted back and forth between office and laboratory space to meet emerging needs. This system of refurbishment is reactionary, expensive, inefficient and mostly ineffective. Important research agreements with the Commonwealth have been put at risk and further opportunities lost as a result of inadequate space.
Significant consultation has also been completed with both NCA and Department of Environment. Both parties have indicated strong support of both the outcome and the process around the development of the Master Plan to date.

The Master Plan has now been finalised after extensive consultation across the current and former RSPE communities. Valuable insight into the operational requirements and the aspirational objectives of the School has been revealed and has highlighted a need to undertake a significant range of works including:

- Creation of space to accommodate the relocation of the Quantum Science department from Physics North, to the RSPE precinct;
- Replacement of all current clean spaces, with properly designed and constructed clean rooms;
- Replacement of the research spaces currently occupying the western end of the Accelerator building (JO58A) to enable its demolition;
- Replacement of research spaces that are currently housed in sub-optimal accommodation, such as office or storage spaces;
- Creation of additional ultra-stable laboratory spaces to optimise research currently being undertaken in inappropriate accommodation, and
- Creation of space to replace that currently occupied in the Applied Mathematics Cottages (JO84) which presents an on-going security risk.

The Master Plan was presented to the University Executive meeting on Monday 20 March 2017.

Parking requirements are still to be addressed.

ATTACHMENT

15.1 Presentation: RSPE Precinct Master Plan (93/2017)

COMMUNICATION

☐ For public release ☐ For internal release ☑ Not for release
16. ASSET NAMING PROPOSAL - MICHAEL GORE PHYSICS EDUCATION CENTRE

PURPOSE
To approve the proposal to name the Physics Education Centre the ‘Michael Gore Physics Education Centre’.

PREPARED BY
Executive Officer, Alumni Relations & Philanthropy

REVIEWED BY
Naming Committee

APPROVED BY
Campus Planning Committee

SPONSOR
Chancellor

RECOMMENDATION
That Council approve the proposal to name the Physics Education Centre the ‘Michael Gore Physics Education Centre’.

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☐ For information

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

The Naming Committee considered the proposal at its February 2017 meeting and endorsed it for consideration by Campus Planning Committee.

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

BACKGROUND
It is proposed to name the recently refurbished Physics Education Centre, within the Research School of Physics and Engineering, after Emeritus Professor Mike Gore AO. It is an area of the campus where Professor Gore conceived of Questacon, developed many of its prototype exhibits.

The adjoined technical workshop and undergraduate teaching spaces became the proving ground for many innovative hands-on exhibits demonstrating key physical principles. Later the space hosted the now internationally renowned Centre for the Public Awareness of Science (CPAS), and training ground for the Shell-Questacon Science Circus. Mike Gore was one of the leading figures in the development of both these landmark institutions. This proposal requests that the Physics Education Centre be named the Michael Gore Physics Education Centre.

At its meeting in February 2017, the Naming Committee, a management committee established following Council resolution in 2014, convened to consider and endorse the proposal for Council approval. At its meeting on 15 March 2017, Campus Planning Committee endorsed the proposal for Council consideration and approval.

SUMMARY OF ISSUES

Emeritus Professor Michael Gore AO
Professor Mike Gore obtained his PhD at Leeds University in electrical engineering. He came to Australia from Lancashire in 1962, joining the academic staff of the Australian National University where he was to teach Physics for the next 25 years. In 1980 his great love of teaching – both students and
the general public – was the spur that led to him to establish, under the auspices of ANU, Australia's first interactive science centre: Questacon. In the following decade, he was for a time scientific advisor to the ABC television series ‘Towards 2000’.

In 1982 he was 'Canberran of the Year' and was awarded a Churchill Fellowship. In 1986 he was made an Officer of the Order of Australia (AO), for ‘his services to science education’. The following year he received a special award from the ‘Beyond 2000’ television team for his role in promoting public science education.

In 1987 he left academia and became the foundation director of Questacon, The National Science and Technology Centre. In 1992 Dr Gore and Questacon were jointly awarded the ABC's prestigious Eureka Prize for ‘the public promotion of science’.

Mike retired as director of Questacon at the end of 1999 and returned to ANU where he is an Adjunct Professor in Science Communication in the University's Centre for the Public Awareness of Science. He (and Questacon) continue to receive awards nationally and internationally for the promotion of science. Most recently Mike was awarded the 2005 Academy Medal of the Australian Academy of Science.

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
17. ASSET NAMING PROPOSAL: JOHN C. HARSANYI PROFESSOR OF ECONOMICS CHAIR

PURPOSE
To approve the naming proposal for the John C. Harsanyi Professor of Economics Chair, following its endorsement by the Naming Committee.

PREPARED BY
Executive Officer, Alumni Relations & Philanthropy

REVIEWED BY
Vice-Chancellor

APPROVED BY
Naming Committee

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the naming proposal for the John C. Harsanyi Professor of Economics Chair, following its endorsement by the Naming Committee.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

The Naming Committee has endorsed the proposal for Council approval.

BACKGROUND
Professor Simon Grant joined the University as a prestigious professorial appointment in 2014. One of the conditions of his letter of offer was that the University would identify a suitable name for his Chair appointment. The Research School of Economics has requested that this be the John C. Harsanyi Professor of Economics.

This request was approved both by a member of the Harsanyi family and by then Vice-Chancellor, Professor Ian Young, and was announced in November 2015. Requests to finalise the naming were pending the establishment of the Naming Committee in early 2017.

At its meeting in February 2017, the Naming Committee, a management committee established following Council resolution in 2014, convened to consider and endorse the proposal for Council approval.

SUMMARY OF ISSUES

Professor John C. Harsanyi

In a long and very distinguished academic career, Professor John Harsanyi made significant contributions to the foundations of welfare economics in which he bridged the boundary between economics and moral philosophy. He shared the 1994 Nobel Prize in Economic Sciences with fellow game theorists John F. Nash Jr and Reinhard Selten, for pioneering analysis of equilibria in the theory of non-cooperative games.

Arriving in Australia from Hungary in 1950, John Harsanyi studied at the University of Sydney. Switching from sociology to economics he obtained his Masters of Arts in Economics in 1953. Subsequently, after receiving his PhD from Stanford in Economics, he was a senior fellow in the Philosophy Program, Research School of Social Sciences, at ANU from 1958-1961. Many of the ideas that underpin his major contributions to decision theory, ethics and game theory were conceived and developed during his time at ANU.
His seminal work on games of incomplete information has revolutionised the application of game theory to economics and related social sciences. The approach he developed to analyse such games may be viewed as providing the theoretical foundation for nearly all economic analysis involving information, whether it be asymmetric, completely private or public.

COMMUNICATION

☐ For public release  ☐ For internal release  ☑ Not for release
18. AMENDMENT OF THE ANU LAW STUDENTS’ SOCIETY CONSTITUTION

PURPOSE
To approve the amendments made to the constitution of the ANU Law Students’ Society, as duly passed at a Special General Meeting held on 14 March 2017.

PREPARED BY
President, ANU Law Students’ Society
Vice-President (Administration), ANU Law Students’ Society

REVIEWED BY
Associate Director, Corporate Governance and Policy

APPROVED BY
Dean, ANU College of Law

SPONSOR
Deputy Vice-Chancellor (Academic)

RECOMMENDATION
That the Council approve the amendments to the constitution of the ANU Law Students’ Society, as duly passed at a Special General Meeting held on 14 March 2017.

ACTION REQUIRED
☑ For discussion ☑ For decision ☐ For information

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

1. Substantive changes made to the Constitution, such as the addition of new Committee positions, were discussed with the elected and appointed members of the LSS Committee and Executive at their respective regular meetings. Feedback was sought from those members, and was accounted for in the drafting of new provisions.

2. Substantive changes relating to finance, governance and incorporation also reflect consultation with staff from the nominated bank of the LSS.

3. Substantive changes relating to the ANU Council itself were discussed with James Connolly, the ANUSA President.

4. Certain proposed changes were discussed generally with members of the Australian Law Students’ Association at the Council meeting of February 2017.

5. All changes were discussed by all members present and voting at the Special General Meeting of 14 March 2017 prior to voting.

BACKGROUND

The ANU Law Students’ Society (‘the Society) is one of the oldest and largest societies at the University. It operates across eight portfolios, and is a prominent part of the experience of students at the ANU College of Law. It is an incorporated association and a registered charity. Whilst the Society is not formally a part of, or affiliated with, either the ANU College of Law or the ANU Students’ Association, it maintains a strong, positive and long-standing connection with both.

It was recognised by the 2017 Executive that the constitution of the Society was of a substandard quality. Issues included poor drafting, internal inconsistency, inconsistency with legislation by which the Society is bound by virtue of its incorporation within the ACT, and inaccurate reflections of the way in which the Society organises and conducts itself.
It was decided by the President and the Vice-President (Administration) (‘VPA’) that, rather than waiting until the Annual General Meeting to be held in May, several amendments to the Constitution should be made at the earliest possible convenience. These changes are discussed fully below, but included:

- minor corrections for grammar, internal consistency and coherency of the instrument as a whole;
- amendments to bring the instrument into line with the *Associations Incorporation Act 1991 (ACT)*;
- increased specificity with regard to the structure, organisation and financial management of the Society;
- the introduction of new committee positions; and
- abolishing the requirement that the ANU Council approve any amendments to the constitution of the Society.

Whilst the drafting process was largely conducted by the President and the VPA, it reflects a series of consultations with members of the Executive and the Committee of the Society, the banking institution of the Society, members of the Council of the Australian Law Students’ Association, and so forth. In particular, significant changes in the structure of the Society (i.e. the introduction of new positions) were discussed and voted on by the Committee prior to their drafting.

A Special General Meeting was called on 14 March 2017, with due public notice provided in accordance with the *Associations Incorporation Act 1991 (ACT)* and the constitution of the Society. Whilst the amendments constitute what is, essentially, a wholesale ‘redrafting’ of the Constitution, they were discussed and proposed as 30 separate motions. All 30 of these motions passed.

**SUMMARY OF ISSUES**

Under section 3.3 of the constitution currently in force, any additions, repeals or amendments to the Constitution must be ‘submitted to the ANU Council for approval at its next meeting, or as soon as possible thereafter.’ Sections 3.2.6 and 3.4.3 stipulate that ‘no addition, repeal or amendment shall have effect until approved by the ANU Council.’

The Society requests that the Council consider the changes as described and explained in Attachment 18.1. Given that the changes were passed in accordance with the constitution of the Society, the *Associations Incorporation Act 1991 (ACT)*, and in consultation with the Executive, members of the Society, and other relevant parties, and recalling that all changes are made in the interests of the Society and its members, the Society recommends that the Council approve the changes as described.

Council members should note that the Society proposes to abolish the requirement that the ANU Council approve any amendments to the constitution of the Society. The Dean of the ANU College of Law and the Deputy Vice-Chancellor (Academic) have been consulted on this proposal, and it is supported on the basis, that notwithstanding the Society is an incorporate association, the University retains other mechanisms, through funding conditions, to ensure good governance and proper conduct by the Society. The Society is not like a student association (such as PARSA or ANUSA), and is rather in the category of ‘clubs and societies’. No other club or society on the ANU campus is required to seek the approval of the ANU Council to change its constitution, and this change is support to bring arrangements into line with ordinary practice for other ANU clubs and societies.

**ATTACHMENTS**

18.1 Descriptions and Explanations for Amendments 1–30 (149/2017).
18.2 ‘Marked-up’ Version of the Constitution Showing Changes (150/2017).

**COMMUNICATION**

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

The ANU Law Students’ Society will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.
PART 5 – OTHER MATTERS FOR NOTING

*C19. Confidential to Council Members
20. 2017 FIRST HALF YEAR STUDENT ENROLMENT AND LOAD PROGRESS REPORT

PURPOSE To provide a summary report on student enrolments and load, based on first half year 2017 data.

PREPARED BY Planning and Performance Measurement

REVIEWED BY Richelle Hilton, Director of Planning and Performance Measurement

APPROVED BY Executive Director of Planning and Administration

SPONSOR Executive Director of Planning and Administration

RECOMMENDATION That Council note the accompanying summary report on student enrolments and load, based on first half year 2017 data (120/2017).

ACTION REQUIRED

For discussion ☐ For decision ☐ For information ☑

CONSULTATION

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

BACKGROUND

This report provides information on student enrolments (headcount) and load (EFTSL) using data reported to the Department of Education and Training and preliminary data held in the Student System up to, and including, 6 March 2017. Attachment 20.1 contains charts for first half year student enrolment and load.

ANU AREAS OF GROWTH – 2016/2017 FIRST HALF YEAR COMPARISON

- Overall, ANU total load is 10.7% higher than 2016 (chart 1).
- Overall, ANU total undergraduate load grew by (14.3%), and postgraduate load grew by (12.8) (chart 1);
- Domestic load is 4.9% higher than 2016, with (11.5%) growth in undergraduate (chart 2);
- International load is 22.6% higher than 2016, with (23.9%) growth in undergraduate and (32.3%) growth in postgraduate (chart 3).
- Overall, ANU commencing load increased by 8.7% on first half year 2016, with commencing growth in postgraduate coursework by (12.1%), followed with undergraduate growth at (9.3%) (chart 4)

ANU AREAS WITH NO GROWTH - 2016/2017 FIRST HALF YEAR COMPARISON

- Higher degree research load dropped by 9.4%, with a drop of (8.4%) in domestic load, and (11.1%) drop in international load (charts 1 & 2). This reduction is reflected within the commencing load with a reduction of (14.2%) (chart 4);
- Domestic postgraduate load decreased by 5.7%, and has been on a downwards trajectory since 2014 (chart 2).
DOMESTIC - FIRST HALF YEAR 2017 LOAD (EFTSL) PERFORMANCE

Total load (EFTSL) - domestic first half year load by career
Chart 2 shows total domestic load at 6,121.0 for first half year with undergraduate representing 68.2% share of total domestic load, followed by postgraduate coursework with 21.3%, and higher degree research with a 10.3% share.

Commencing load (EFTSL) - domestic first half year load by career
Chart 5 shows an overall 0.3% drop in commencing domestic load, with higher degree research decreasing by 15.4%, followed by postgraduate coursework with a decrease of 7.2%. The only commencing growth was within undergraduate with an increase of 5.7%.

College load (EFTSL) - domestic first half year by career
Chart 7 shows all Colleges achieved growth within domestic undergraduate load, in particular the highest growth occurred within the College of Asia Pacific by 26.9%, the College of Physical and Mathematical Sciences by 22.4% and College of Arts and Social Sciences by 14.5%.

The College of Law shows a 24.8% drop in postgraduate coursework domestic load. The College of Engineering and Computer Science shows the highest growth of 148.3% compared to 2016 first half. The College of Business and Economics grew load by 31.0%, and College of Arts and Social Sciences grew by 21.7%. The College of Business and Economics is the only College to show growth (34.5%) in domestic load for higher degree research.

INTERNATIONAL - FIRST HALF YEAR 2017 LOAD (EFTSL) PERFORMANCE

Total load (EFTSL) - international first half year load by career
Chart 3 shows total international load at 3,439.1 for first half, with postgraduate representing 50.5% share of total international load, followed by undergraduate with 39.3%, and higher degree research with a 9.8% share.

Commencing load (EFTSL) - international first half year by career
Chart 6 shows total commencing load at 1,021.0 EFTSL for first half, with overall growth at 29.0%. Postgraduate coursework grew by 38.3% followed by growth within undergraduate at 23.2%. Higher degree research decreased by 11.5%.

College load (EFTSL) - international first half year by career
Chart 8 shows good undergraduate growth across all Colleges except the College of Law who experienced a 17.3% drop. The College of Physical and Mathematical Sciences grew by 46.8%, the College of Engineering and Computer Science grew by 33.6%, and College of Arts and Social Science grew by 30.8%.

The College of Law is the only College to show a drop in postgraduate coursework load of 36.1%. Overall, the College of Engineering and Computer Science grew by 43.2%, the College of Business and Economics grew by 36.8%, with the highest growth in the College of Arts and Social Sciences by 45.1%. The College of Business and Economics is the only College to show growth (17.8%) in international load for higher degree research.

FIRST HALF YEAR 2017 ENROLMENT PERFORMANCE

ANU total first half year enrolments
First half year enrolments for 2017 is currently 21,748, reflecting a growth of 5.8% on first half year 2016. Across degree level, enrolments for postgraduate coursework grew by 8.9% and for undergraduate by 8.6%. Again, higher degree research decreased its enrolments by 11.9%.

First half year enrolments by citizenship, and career
Chart 10 shows domestic enrolments remains the highest proportion of total enrolments. However, strong growth from the international postgraduate coursework cohort, combined with a reduction in domestic enrolments shows an almost even distribution across the cohorts (50.9%, domestic) and (49.1%, international).
Domestic state, 2017 first half year enrolment distribution
Chart 11 shows ACT students constitute half (51.4%) of domestic enrolments. NSW is the second largest source for domestic students at 26.2% followed by Victoria by 9.0%.

International home country, 2017 first half year enrolment distribution
Chart 12 shows that Chinese students remain the largest proportion of the international cohort representing 58.5%. This has grown significantly by 43% since first half year 2013. Since the first half of 2013, the largest increase (165%) comes from India (currently 5.0%), followed by an increase of 13% since 2013 from Indonesia representing 3.9% growth for first half 2017.

ATTACHMENT
20.1 2017 First Half Year Student Enrolment and Load Progress Dashboard (120/2017).

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
*C21 – 27.  Confidential to Council Members
28. ACADEMIC BOARD REPORT

PURPOSE
To note the report from the meeting of Academic Board held on 7 March 2017.

AUTHOR
Chair, Academic Board

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the report from the meeting of Academic Board held on 7 March 2017 (525/2017).

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

SUMMARY OF ISSUES

New appointment to the Board: On 7 March 2017, the Academic Board approved the appointment of Associate Professor Asmi Wood to Academic Board as the Indigenous Representative. The appointment was made as implementation of the recommendation from the Academic Board Working Party 2016 to appoint an Indigenous Representative to the Board.

Hot Topic: At meeting 1/2017, the Board considered the draft Academic and Research & Innovation Plans to provide input during the drafting process.
   Academic Plan: There was considerable discussion and Board members posed questions to the Executive, which require a response before the plan is endorsed for transmission to Council.
   Research and Innovation Plan: There was substantial interest and support for plan. In particular, Board members provided suggestions for possible PhD support.

Executive Poll: Ahead of each meeting, the Board identifies two-three topics and requests a short briefing from the Executive. At meeting 1/2017 the Board received a briefing on:
   1. Infrastructure and teaching space: there remains strong concerns from the Board about the availability of appropriate teaching spaces, especially for large lecture cohorts during the redevelopment, and the way long term changes to teaching spaces are being communicated;
   2. The ANU Futures Scheme: there was considerable interest in this scheme.

Report from the Chair, Academic Board:
   1. Academic Board Retreat:
      The Academic Board retreat on 14 February was a great success. The feedback received indicated that members found the session highly beneficial.
   2. Academic Integrity Implementation Working Party:
      The Academic Integrity Implementation Working Party held its first meeting on 7 March. The working party will provide a report and present the Hot Topic at meeting 5/2016.
   3. Chairs of Academic Boards and Senates Satellite Meeting:
      On 3 March, the Chair, Academic Board attended the Chairs of Academic Boards and Senates satellite meeting at the Higher Education Conference in Canberra.

ATTACHMENT
PART 5 – OTHER MATTERS FOR NOTING
29.  POWER OF ATTORNEY

PURPOSE
To note a list of documents signed under Power of Attorney by the Investment Manager between 8 February 2017 and 1 March 2017.

PREPARED BY
Investment Manager

REVIEWED BY
Chief Financial Officer

APPROVED BY
Chief Financial Officer

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the list of transactions over which the Investment Manager, exercised Power of Attorney between 8 February 2017 and 1 March 2017 (113/2017).

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 29.1 provides the list of transactions signed under Power of Attorney by the Investment Manager, between 8 February 2017 and 1 March 2017.

ATTACHMENT
29.1 List of transactions signed under Power of Attorney between 8 February 2017 and 1 March 2017 (114/2017).

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

PART 5 – OTHER MATTERS FOR NOTING
### 30. UNIVERSITY SEAL REPORT

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

**PREPARED BY**
Manager, Vice-Chancellor’s Office

**SPONSOR**
Vice-Chancellor

**RECOMMENDATION**
That Council note there have been no documents to which the University Seal has been affixed since its last meeting held on 16 February 2017.

**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.

This report confirms that no uses of the University Seal have been recorded since the last meeting of Council held on 16 February 2017.

**COMMUNICATION**
- For public release [ ]
- For internal release [ ]
- Not for release [ ]

---

PART 5 – OTHER MATTERS FOR NOTING
31. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

PURPOSE To consider a report of significant visits and events, grants and consultancies.

PREPARED BY Communications Officer (Special Events)
Office of Research Excellence

REVIEWED BY Vice-Chancellor

APPROVED BY Vice-Chancellor

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the report of significant visits and events, grants and consultancies (114/2017).

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

ATTACHMENT
31.1 Report of significant visits and events, grants and consultancies (115/2017).
32. REPORT ON EMERITUS PROFESSORS AND EMERITUS FELLOWS APPOINTMENTS

PURPOSE
To note the names of those entered on the Roll of Emeritus Professors and Emeritus Fellows since March 2016.

PREPARED BY
Manager, Recruitment Services

REVIEWED BY
Director, Human Resources

APPROVED BY
Director, Human Resources

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the names of those entered on the Roll of Emeritus Professors and Emeritus Fellows since March 2016 (116/2017).

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

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

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

Early in each year, Council receives a report on names of University staff on whom the titles of Emeritus Professor, Emeritus Fellow or Honorary University Fellow had been conferred since the previous advice to Council. The attached report provides the Roll of Emeritus Professors and Emeritus Fellows since last reported to Council in March 2016.

ATTACHMENT


COMMUNICATION
☐ For public release  ☐ For internal release  ☑ Not for release
C33. Confidential to Council Members
34. APPOINTMENTS TO BOARD OF GOVERNORS OF THE ANU ENDOWMENT FOR EXCELLENCE

PURPOSE
To approve the appointment of Robyn Watts as Vice President of the Board of Governors of the ANU Endowment for Excellence, and approve the renewal of appointment of Jennie Cameron.

PREPARED BY
Executive Officer, Alumni Relations & Philanthropy

REVIEWED BY
Deputy Vice-Chancellor (Academic)

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve:
1. the appointment of Robyn Watts as Vice President of the Board of Governors of the ANU Endowment for Excellence for the duration of her term to 20 February 2019; and
2. the reappointment of Jennie Cameron for two years, from 24 May 2017 to 23 May 2019.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

BACKGROUND AND SUMMARY OF ISSUES
The term of past Vice President of the Board of Governors of the ANU Endowment for Excellence, Dr David Chessell, ended in February 2017.

In the 1/2017 meeting of the Board of Governors, the appointment of a new Vice President was discussed. Ms Robyn Watts, who has to date served ten years on the Board, and whose term was recently extended by Council for a further two years, was nominated and unanimously endorsed by the Governors in attendance.

Mrs Jennie Cameron, who has to date served four years on the Board, has also agreed to serve a further two years, pending Council approval.

Appointments to the Board of Governors of the ANU Endowment for Excellence are made by Council under Part 7 of The Australian National University Endowment for Excellence Statute 2012.

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

PART 5 – OTHER MATTERS FOR NOTING
PART 6 – OTHER BUSINESS

*35. 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 ☐
*36. 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
37. 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 26 May 2017.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑
COUNCIL AGENDA
7 APRIL 2017

ATTACHMENTS
DRAFT ANU ACADEMIC PLAN 2017 – 2023

Executive lead: Deputy Vice-Chancellor (Academic)

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>ACTION (noting related ANU Strategic Plan initiative no.)</th>
<th>KEY or INSTITUTIONAL PERFORMANCE INDICATOR</th>
<th>LEADER</th>
<th>DELIVERY TIMELINE</th>
</tr>
</thead>
</table>
| A.1 | Regenerate academic recruitment policies and procedures to reflect the performance expectations of the world's best universities, and global best practice in diversity (1.1) | • Improvement in the proportion of academic staff contributing to ERA level-4 and level-5 results  
• Annual increase in the quantity of research income, and diversity of sources of this income, relative to the quantity and sources available.  
• Increase in citations normalized to subject areas  
• Overall satisfaction will improve for students  
• Achievement of Bronze, Silver, and Gold Athena Swan levels | DVCA | 2017 |
| A.2 | All staff with teaching responsibilities will meet the requirements of an ANU Higher Education Academy fellowship (or equivalent) and become a fellow as a part of their probationary conditions, or within a year of transfer, unless they are a Principal Fellow of the Higher Education Academy. All PhD students and fixed-term and affiliated staff with teaching responsibilities will be given the opportunity to complete an ANU Higher Education Academy fellowship. (1.1) | • Overall satisfaction will improve for students | DVCA | 2017–2022 |
| A.3 | All staff recruited to the role of dean and school director will complete leadership and management education and will be provided with options for coaching (1.1) | • Improvement in the proportion of academic staff contributing to ERA level-4 and level-5 results  
• Annual increase in the quantity of research income, and diversity of sources of this income, relative to the quantity and sources available. | DVCA | 2018 |
| A.4 Introduce a mentoring scheme for all applicants for academic promotion (1.1) | • Increase in citations normalised to subject areas  
• Overall satisfaction will improve for students | DVCA 2018 |
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>A.5 Lead the design and implementation of a national consortium for the professional recognition of educators in higher education (1.1)</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2017</td>
</tr>
<tr>
<td>A.6 Create a Researcher Fellowship Scheme, akin to the Educational Fellowship scheme which provides consistent, high quality training in research planning, integrity, management, entrepreneurship, HDR student supervision, and leadership appropriate for their discipline and stage of career.</td>
<td>•</td>
<td>DVCA 2019</td>
</tr>
<tr>
<td>A.7 We will improve the terms and conditions of staff in a reasonable, inclusive and sustainable manner, consistent with the goal of maintaining security in employment and capacity to pay.</td>
<td>•</td>
<td>EDAP 2017</td>
</tr>
<tr>
<td>A.8 All staff who receive student evaluations of teaching with overall satisfaction ≤60% twice or ≤40% once will complete tailored training, and be provided with mentorship, training and/or professional development (1.2)</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2017</td>
</tr>
<tr>
<td>A.9 Regenerate the University’s core teaching spaces to reflect state of the art physical and digital infrastructure (1.8)</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2018–2022</td>
</tr>
<tr>
<td>A.10 Design and implement a multi-dimensional instrument that captures student sentiment concerning learning and teaching</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2018–2020</td>
</tr>
<tr>
<td>A.11 Establish one or more international partnerships to promote the recognition of educators in higher education, including the provision of a competitive breakthrough grants scheme. (1.8)</td>
<td>• Overall satisfaction will improve for students</td>
<td>PVCEGE 2020</td>
</tr>
<tr>
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</tr>
<tr>
<td>A.12 Provide a simple, streamlined process whereby academic staff can apply for an education policy exemption to test an education innovation (1.8)</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2018</td>
</tr>
<tr>
<td>A.13 Introduce Australia’s first university-wide integrated approach to admissions, accommodation and scholarships which recognises academic and co-curriculum achievements and matches financial support with need and which sets the highest national standards (1.10)</td>
<td>• Increase in the ratio of applications to acceptances for both domestic and international students • Increase the proportion of commencing undergraduate students from low SES, indigenous, regional, and remote backgrounds to equal the national population share</td>
<td>DVCA 2018–2023</td>
</tr>
<tr>
<td>A.14 Construct state of the art physical and digital infrastructure in Union Court which prioritise the needs of teachers of the University’s largest courses (1.11)</td>
<td>• Overall satisfaction will improve for students</td>
<td>DVCA 2017–19</td>
</tr>
</tbody>
</table>
The Australian National University

Naturam primum cognoscere rerum
First, to learn the nature of things

The Australian National University (ANU) was established by an Act of the Federal Parliament in 1946. Its founding mission was to be of enduring significance in the postwar life of the nation, to support the development of national unity and identity, to improve Australia’s understanding of itself and its neighbours, and to contribute to economic development and social cohesion.

Today, ANU is a celebrated place of intensive research, education and policy engagement – setting the standard on issues of national and international importance.

ANU is a:
- centre of unparalleled intellectual talent and research excellence
- body of students drawn from across the nation and around the world
- leading contributor to public policy formation and debate
- partner to Australia’s national government and parliament
- global university that consistently ranks among the world’s finest educational institutions.
Further information about ANU
www.anu.edu.au

Annual Report available online at

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Transmittal letter from Chancellor and VC to the Minister

7 April 2017

Senator the Hon Simon Birmingham
Minister for Education and Training
Parliament House
CANBERRA ACT 2600

Dear Minister,

Report of the Council for the period 1 January 2016 to 31 December 2016

On behalf of the Council of The Australian National University (ANU), as the accountable authority of the University, we have the honour to transmit the report for the period 1 January 2016 to 31 December 2016.

The report is furnished in compliance with section 46 of the Public Governance, Performance and Accountability Act 2013.

The Council approved this report at a meeting held on 7 April 2017.

Yours sincerely,

PROFESSOR THE HON GARETH EVANS AC QC
Chancellor

PROFESSOR BRIAN P. SCHMIDT AC
Vice-Chancellor
Vice-Chancellor’s introduction

I am extremely proud to introduce the 2016 Annual Report for The Australian National University (ANU). In many ways, 2016 has been a seminal year for the University. It is a year when ANU both celebrated its 70th anniversary and developed a new strategy to build its future.

The anniversary gave us the opportunity to reflect on what we have achieved over the past seven decades, to consider what has made this university great, and to pay our respects to some of the incredible intellects who have carried our name to greatness. People such as Professor Des Ball AO, whom we sadly lost this year. Professor Ball was one of our leading lights, being credited with successfully advising US President Carter against nuclear escalation in the 1970s.

Other intellectual giants across the seven decades include Frank Fenner, who worked with the World Health Organisation to end smallpox; Professor Peter Drysdale AO, whose work led to the foundations of APEC; diplomat Dr Coral Bell AO, one of Australia’s most distinguished analysts of international politics; Professor Mick Dodson AM, who pushed for greater representation of Indigenous peoples and land rights; and Professor Carola Vinuesa, whose work is helping the world understand how the human immune system produces antibodies to fight diseases; among many others.

As this year was my first as Vice-Chancellor, I started out by involving the whole University community in forging a new Strategic Plan for the next five years. This process brought staff and students from across the University into a consultation process that involved forums and meetings and online technologies. For me, it was crucially important that everyone had the opportunity to provide input to the new vision and strategy. The new Strategic Plan will be released in early 2017.

Meanwhile, the University continues to achieve high accolades in terms of research and education, and 2016 was a successful year for us in many ways. I have included some highlights below, and many more can be found throughout this Annual Report.

We were very excited to play a key role in a global team that proved the existence of gravitational waves for the first time. This was a truly significant discovery and it will lead to many more in the future. It will also lead to technology spin-offs for the business and industry sectors.

Another key finding was the discovery of the world’s oldest fossils, which point to thriving life existing on Earth 3.7 billion years ago. This discovery will change our understanding of how life develops on a young planet. As with gravitational waves, ANU played a key part in this ARC-funded research, along with a team from other Australian universities and the United Kingdom.

ANU has been very successful this year in terms of winning research funding. We received more than $43 million in Australian Research Council (ARC) funding for 91 proposals, including projects to help clean up space junk and support the repatriation of Indigenous human remains. We also were awarded NHMRC funding, including more than $15.6 million for ANU-led Project Grants and $850,000 in Career Development Awards. These achievements are a further testament to the high esteem in which the University is held, and allow us to produce more first-class research in the future.

In terms of education, it is great to see ANU is performing well and maintaining its standard of excellence as a provider of top quality education. In the Australian Awards for University Teaching, which reward the best teachers in the country, we received two this year from seventeen awarded nationally. Likewise, ANU is continuing to produce brilliant and inspired graduates who rank as the most employable in Australia. Part of our direction in our new strategic plan will ensure we continue improving in terms of education delivery and the flexibility of the degrees that we offer, and offering places to students from a wider diversity of
backgrounds. We also have some very exciting projects underway to assist students into work environments during their education.

We delivered on our mandate to inform government and the Australian people on important issues of the day. Our experts took the lead in commentating on many national and international events, including the Australian and US elections, and appeared many times in the media in this role. In December we launched a report of a study of Australians’ attitudes to democracy. The study was conducted three months after the election and the results were presented at Parliament House.

Gender equality was high on the agenda and this year we strengthened our commitment to addressing it. This is an extremely important issue for ANU, and in March we became an inaugural member of the Science in Australia Gender Equity (SAGE) Pilot program. Through the SAGE initiative we will review gender equity at ANU and identify areas for improvement. In August we strengthened this commitment, announcing that we will achieve a 50:50 gender balance in our leadership within five years, and our part in the SAGE project commenced in September.

Underpinning all our achievements is the need for us to provide state-of-the-art facilities for our staff and students. Being able to allow all first-year students to have the opportunity to live on campus has been one of my goals since I took up the reins as Vice-Chancellor. The announcement in July that Graham and Louise Tuckwell had made Australia’s largest personal philanthropic contribution to a university, around $100 million to build student residences, will give thousands of students this opportunity. This was in addition to their previous support which established the Tuckwell Scholarships. It was a magnificent legacy from the Tuckwells and one that will transform the experiences of ANU students for decades to come.

In 2016, we undertook a major review of the ANU School of Music. It is extremely important to me as Vice-Chancellor that the School of Music maintains its high reputation and that we ensure a strong future for it. To that end, we employed Professor Andrew Podger AO to review the School and to make recommendations. After his review was completed, in October we announced a $12.5 million investment in strategic funds to ensure the future of the School.

Another major announcement mid-year was a $12 million investment from the Australian Signals Directorate to fund a new cyber facility at ANU. We are very excited about this project, which will allow us to fulfil our commitment to working with government and industry to ensure that the skills needed for future challenges will be available.

We will continue to build on our 70 years of success into the future – to be the university that our founders always knew we could be. This means we will deliver the top educational experiences, research and public policy advice that this country deserves.

Professor Brian P. Schmidt AC
Vice-Chancellor and President
2016 snapshot

SNAPSHOTS FOR 2016

ANU was ranked 22nd in the world and number 1 Australian university in the 2016 QS World University Rankings

2016 QS World University Rankings

Ranked 1st in Australia World’s Most International University and 7th in the World. In the Times Higher Education rankings.

Source Times Higher Education - 2016 Worlds Most International University

6 Nobel Laureates among our alumni and staff

95% of ANU research is rated ‘above world standard’

2015 Australian Government’s Excellence in Research for Australia Report

88% of ANU academic staff hold a PhD

ANU received over $270 million in research grants and consultancy funding in 2015

2017 Good Universities Guide

5 star (maximum) student staff ratio and staff qualifications rating from 2017 Good Universities Guide

93% student retention rate, one of the highest in Australia

2014 Overseas commencing Bachelor Students - 7th in Go8

23,600 students with more than 50% enrolled in postgraduate level in 2016

PG is 50%

(2015 Emerging Global Employability University Survey)

Ranked top in Australia for producing the most employable graduates

(2015-16 Times Higher Education International Outlook indicator)

Ranked 1st in Australia for International Outlook
Canberra is the best place to live in the world according to the Organisation for Economic Co-operation and Development (OECD - 2015).

(2015 OECD's Better Life Index Rankings - OECD Regional Well-being)
ANU Executive

Professor Brian P. Schmidt AC FAA FRS SFHEA
Vice-Chancellor and President
BSc Arizona, MSc PhD Harvard, FAA, FRS

Professor Brian P. Schmidt took up the position of Vice-Chancellor and President of ANU in January 2016. Professor Schmidt is the 12th Vice-Chancellor of The Australian National University (ANU). Winner of the 2011 Nobel Prize in Physics, Professor Schmidt was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor.

Professor Schmidt received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Astronomy Masters degree (1992) and PhD (1993) from Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the startling discovery that the expansion rate of the Universe is accelerating. Fellow of the Australian Academy of Science, The United States Academy of Science, and the Royal Society, he was made a Companion of the Order of Australia in 2013.

[PHOTO]

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

Professor Harding is responsible for the development and implementation of strategies, policies and systems to maintain and enhance achievement and overall research performance of the University. She is a Director on the Boards of ANU Enterprise, Australian Scientific Instruments, National Computational Infrastructure and an alternate Director on the Board of ANU Connect Ventures.

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

[PHOTO]

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

Professor Hughes-Warrington is responsible for the strategic and operational leadership of education initiatives and administration, international research and education initiatives, the student experience, and academic performance at the University. She is Chair of the Tuckwell Scholarships Foundation Board, the Freilich Foundation Board and a member of the edX University Advisory Board.

Professor Hughes-Warrington was appointed as the Deputy Vice-Chancellor (Academic) at ANU in November 2011. She was previously Pro Vice-Chancellor at Monash University. Professor Hughes-Warrington is National Secretary for Rhodes Australia. She is an active researcher in history and philosophy, with six books and $18 million in grants to her name. In 2008, she was named Prime Minister's University Teacher of the Year.

[PHOTO]

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

Mr Chris Grange provides leadership to service divisions and brings a support-services perspective to strategic discussions. He was appointed Executive Director (Administration and Planning) at ANU in April 2013.

Mr Grange has had extensive experience in university administration, finance and human resources. Previously, he was Vice-Principal (Administration) at the University of Wollongong. He is highly regarded across the university sector for his strategic approaches to administration and planning.

[PHOTO]
Professor Richard Baker  
Pro Vice-Chancellor (University Experience)  
BA(Hons) ANU, PhD Adelaide  

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

His areas of responsibility at ANU include promoting student and staff equity, Indigenous Reconciliation and improving the quality of the student experience.

[PHOTO]

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

Professor Michael Cardew-Hall is a Chartered Engineer and a Fellow of the Institution of Mechanical Engineers and Institution of Engineers Australia. He held technical and management positions with GEC and Rolls-Royce Aero Engines in the UK prior to joining ANU in 1993. He has been an active researcher in the area of CAD, Computer Aided Manufacture, application of machine learning and knowledge-based systems to manufacturing and optimisation of manufacturing processes, in particular sheet metal forming. Much of this work has been carried out in collaboration with industry partners, particularly in the automotive sector. 

Professor Michael Cardew-Hall was previously CEO of ANU Connect Ventures, a pre-seed venture capital fund associated with ANU, and holds a seat on the ANU Connect Ventures Investment Committee. He also held the positions of Head Department of Engineering, Deputy Dean, and Acting Dean of the College of Engineering and Computer Science at ANU. He is currently Chair of the Boards of Australian Scientific Instruments and the Social Research Centre and CEO of ANU Enterprise.

In his role as Pro-Vice Chancellor (Innovation), he manages initiatives to build growth in research and education outcomes through strategic partnerships with industry, government and not-for-profit organisations.

[PHOTO]

Professor Jenny Corbett  
Pro Vice-Chancellor (Research and Research Training) [until 30 September 2016]  
BA(Hons) ANU, MA Oxon, PhD Michigan  

Professor Corbett is an economist specialising on Japan. Her research covers economic performance and policy in Japan and East Asia with a focus on financial crisis and stability. She has a long connection with ANU as a student, an Adjunct Professor and as the former Director of the Australian Japan Research Centre. She is also a Reader at Oxford University and works closely with Australian businesses connected with Japan. In her portfolio role she provided leadership in developing new policies and structures for higher degree research and enhanced the training opportunities for HDR students. She also managed the handling of research misconduct matters.

[Photo]

Professor Shirley Leitch  
Pro Vice-Chancellor (Education and Global Engagement)  
BA, MA (Hons), PhD Auck  

Professor Leitch oversees a broad portfolio including international alliances and partnerships, national and international government relations, marketing, brand management, media relations, online learning, learning and teaching innovation, and educational technologies. Previously, Professor Leitch was Dean of the ANU College of Business and Economics. While Dean, her major strategic initiatives centred on increasing external engagement with industry, public sector, and international partners, including the establishment of an Innovation Hub, internship programs, and expanding international university partnerships. Her own research is focused on public discourse and change, including science-society engagement in relation to controversial science and technology. She has undertaken senior advisory roles for government and industry, including serving as research leader of the Growth Culture project for the New Zealand Government’s Growth and Innovation Advisory Board. She also co-founded the successful university spinout company, Online Education Services Ltd, which was recognised in 2015 as Australia’s fastest growing company in the BRW Fast 100.

[PHOTO]
University organisational chart
[Marketing office – across two pages so it can be landscape]
Annual results and sources of income
[Text to come with financials. Two pages – Table 1, Figure 1]
PERFORMANCE IN 2016

CORE OBJECTIVES

[section break page]
Excellence in Research

Research is central to the activities of ANU and our researchers are a resource for the nation, investigating the most important and challenging questions facing society and contributing widely to national and international policy debates.

This is demonstrated through our performance in international rankings. In 2016, ANU ranked 22nd in the QS World University Rankings, which gives significant weight to reputational surveys. The University also moved up to 47th in the Times Higher Education ranking, and maintained 77th position in the Academic Ranking of World Universities, demonstrating the international reputation of the University’s research and research training environment.

As Australia’s most research-intensive university, we create and maintain world-class concentrations of excellence that are globally attractive for outstanding staff and students. In 2016, the University secured $30 million for the ARC Centre of Excellence for All-sky Astrophysics and is partnered with a further seven ARC Centres of Excellence awarded funding across the nation. The high calibre of our staff and students is central to the University’s outstanding success in winning research funding, awards and prizes.

Research-active academic staff

<table>
<thead>
<tr>
<th>TABLE 2: SUMMARY OF ARC and NHMRC Activity for 2011 to 2015¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAFF</td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
<tr>
<td>ARC grants &amp; fellowships</td>
</tr>
<tr>
<td>NHMRC grants &amp; fellowships</td>
</tr>
<tr>
<td>Total academic staff (FTE)²</td>
</tr>
<tr>
<td>Staff: FTE, level C+²</td>
</tr>
<tr>
<td>ARC &amp; NHMRC grants/staff (FTE, level C+)</td>
</tr>
</tbody>
</table>

¹ 2015 data provided by RSD

Based on the Department of Education and Training 31 March Submissions

ANU performs exceptionally well in key Australian Research Council (ARC) schemes such as Centres of Excellence, Discovery Projects, Discovery Early Career Researcher Awards and Linkage, Equipment, Infrastructure and Facilities grants. For example, in the Future Fellowships 2017 scheme announced in November 2016, ANU achieved an outstanding success rate of 38.5 per cent (against the sector average of 30.9 per cent). ANU researchers also won a number of National Health and Medical Research Council (NHMRC) grants. The University was awarded two professorial Research Fellowships in 2016, a further five fellowships to early-career researchers, and 17 NHMRC Project Grants.

Undertaking research of distinction and international impact

ANU remains the top-ranked Australian university in the Quacquarelli Symonds (QS) World University Rankings. The QS University Rankings by Subject place ANU as the top Australian institution for 15 disciplines:
The Excellence in Research for Australia (ERA) 2015 initiative confirmed 11 major fields of research where the quality of our research is well above world standard, each scoring in the highest rating band: mathematical sciences, physical sciences, environmental sciences, biological sciences, information and computing sciences, medical and health sciences, studies in human society, law and legal studies, language, communication and culture, history and archaeology, and philosophy and religious studies. These fields account for 71 per cent of all ANU research publications and outputs. A further 27 per cent of publications were in areas rated in the second-highest band, above world standard.

## External Funding

**TABLE 3: RESEARCH GRANTS AND PUBLICATIONS FOR 2011 TO 2015**

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESEARCH GRANTS ($'000)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australian competitive grants</td>
<td>93,124</td>
<td>101,151</td>
<td>101,680</td>
<td>104,405</td>
<td>88,560</td>
</tr>
<tr>
<td>ARC</td>
<td>65,510</td>
<td>76,753</td>
<td>76,262</td>
<td>81,473</td>
<td>66,966</td>
</tr>
<tr>
<td>NHMRC</td>
<td>15,678</td>
<td>14,593</td>
<td>14,299</td>
<td>14,003</td>
<td>11,512</td>
</tr>
<tr>
<td>Other ACGR</td>
<td>11,936</td>
<td>9,806</td>
<td>11,119</td>
<td>8,928</td>
<td>10,082</td>
</tr>
<tr>
<td>Other public sector research funding</td>
<td>87,677</td>
<td>92,735</td>
<td>119,677</td>
<td>132,759</td>
<td>147,327</td>
</tr>
<tr>
<td>Industry &amp; other funding for research²</td>
<td>24,171</td>
<td>18,865</td>
<td>25,062</td>
<td>29,696</td>
<td>32,899</td>
</tr>
<tr>
<td>Australian Industry &amp; other</td>
<td>10,506</td>
<td>8,626</td>
<td>10,760</td>
<td>14,601</td>
<td>14,381</td>
</tr>
<tr>
<td>International Industry &amp; other</td>
<td>13,665</td>
<td>10,239</td>
<td>14,301</td>
<td>15,096</td>
<td>18,518</td>
</tr>
<tr>
<td>CRC funding</td>
<td>493</td>
<td>1,093</td>
<td>1,302</td>
<td>1,783</td>
<td>1,426</td>
</tr>
<tr>
<td><strong>TOTAL RESEARCH GRANTS</strong></td>
<td>205,465</td>
<td>213,844</td>
<td>247,721</td>
<td>268,643</td>
<td>270,212</td>
</tr>
<tr>
<td><strong>RESEARCH PUBLICATIONS (rounded)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books</td>
<td>104</td>
<td>107</td>
<td>115</td>
<td>106</td>
<td>93</td>
</tr>
<tr>
<td>Book chapters</td>
<td>621</td>
<td>714</td>
<td>1,076</td>
<td>745</td>
<td>688</td>
</tr>
<tr>
<td>Journal articles</td>
<td>4,533</td>
<td>4,699</td>
<td>4,821</td>
<td>4,866</td>
<td>4,636</td>
</tr>
<tr>
<td>Conference papers</td>
<td>798</td>
<td>910</td>
<td>713</td>
<td>718</td>
<td>603</td>
</tr>
<tr>
<td>Non-traditional</td>
<td>136</td>
<td>188</td>
<td>275</td>
<td>218</td>
<td>224</td>
</tr>
<tr>
<td><strong>WEIGHTED TOTAL³</strong></td>
<td>3,078</td>
<td>3,410</td>
<td>3,500</td>
<td>3,632</td>
<td>6,244</td>
</tr>
</tbody>
</table>

1: 2016 data not available until 30 Jun 2017
2: Excludes Higher Degree Research Fees

Research Grants Source: ANU returns to DIISRTE Higher Education Research Data Collections
Research income for the University continues to grow, with increases recorded in public sector research funding and industry-supported research. Major new research contracts in 2016 included several large-scale projects supported by the Department of Foreign Affairs and Trade, including the $9.5 million Individual Deprivation Measure Development Project and $5 million to continue the 50 year-running Indonesia Project into Phase IV.

ANU was awarded $1 million by the NSW Environmental Trust towards saving the Swift Parrot and threatened woodland species, a further $1 million by the Australian Renewable Energy Agency for The development and demonstration of a capability and technology demonstrator - precision inertial navigation with cold atom system, as well as a $1 million grant to improve the impact of state and non-state interventions in overcoming sorcery accusation-related violence in PNG.

Research Environment

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

ANU HDR candidates have access to high-quality research supervision and excellent international networks. Our candidates are further supported by an integrated, evidence-based research skills training program which draws on expertise from across the University and beyond. For example, the program includes training for the Three Minute Thesis (3MT) competition. The ANU final had over 900 attendees, the highest level of engagement of any such event globally, and the ANU winner, Joshua Chu-Tan, won the Asia-Pacific 3MT final.

Indigenous Postdoctoral Fellowships

The University announced the creation of an Indigenous Postdoctoral Fellowship program in 2016. The Fellowships aim to attract talented, recent Aboriginal and Torres Strait Islander doctoral graduates across all the academic disciplines of the University with the potential to become academic leaders in their discipline area. The creation of these Postdoctoral Fellowships will assist the University to fulfil its aspiration to be the university of choice for Indigenous Australians, whether they be students or academics.

Call out story: ANU to lead Australian exploration of the Universe

ANU will lead Australia's next wave of research into the Universe and the formation of the basic elements, using new 3D technology to explore the Universe, after winning a $30 million Centre of Excellence from the Australian Research Council (ARC) in September.

The new ARC Centre of Excellence for All-sky Astrophysics in 3 Dimensions (CAASTRO 3D) will be led from the ANU Mount Stromlo facilities in Canberra and will ensure Australian astronomers, astrophysicists and engineers play a central role in the exploration of the Universe over the next decade.

The centre will use new 3D technology to help unlock the secrets of the early Universe and the development of elements that make up the periodic table.

"We will be investigating how the Universe formed its first matter in the dark moments after the Big Bang, how the first stars and galaxies formed and evolved into galaxies like our Milky Way, and how the stars created the chemical elements in the Universe," said Professor Kewley, an ARC Laureate Fellow.
The University will also be involved in seven other ARC Centres of Excellence led by other institutions. CAASTRO 3D will involve about 200 investigators at institutions across Australia and overseas, including astronomers, astrophysicists, engineers and computer scientists.

It will help Australian scientists and engineers develop and use high-technology instruments that will be crucial for the next generation of giant optical telescopes around the world, such as the Giant Magellan Telescope, as well as the radio telescopes such as the Square Kilometre Array.

ARC Laureate Fellow Professor Lisa Kewley will lead the new centre. Image: Jamie Kidson
Excellence in Education

The ANU educational experience brings together the power of a research-led curriculum with extensive co-curriculum opportunities. ANU is also recognised as an innovator in providing students with the opportunity to create their own degree combinations, to connect undergraduate and graduate study, and to contribute to community and nation-building on a local, regional and international scale. Our long contribution to building and sustaining communities in the Asia-Pacific region is a particularly distinctive way in which we serve as the nation’s university.

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

The Times Higher Education Global Employability University Rankings for 2015 ranked ANU as Australia’s top university for graduate student employability for the fourth consecutive year, jumping ten places to be 22 in the world.

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

<table>
<thead>
<tr>
<th>Scale</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic Skills</td>
<td>74%</td>
<td>75%</td>
<td>75%</td>
<td>76%</td>
</tr>
<tr>
<td>Good Teaching</td>
<td>66%</td>
<td>68%</td>
<td>67%</td>
<td>69%</td>
</tr>
<tr>
<td>Graduate Qualities</td>
<td>80%</td>
<td>81%</td>
<td>81%</td>
<td>80%</td>
</tr>
<tr>
<td>Intellectual Motivation</td>
<td>82%</td>
<td>83%</td>
<td>83%</td>
<td>83%</td>
</tr>
<tr>
<td>Overall Satisfaction</td>
<td>84%</td>
<td>85%</td>
<td>84%</td>
<td>84%</td>
</tr>
</tbody>
</table>

Engaging curriculum

Internships

The University has accelerated work on the provision of internship opportunities in local, national and international settings. These efforts build upon the long-standing model of the Australian National Internships Program, which places students in local and federal government and agency settings, and offers new opportunities in local and international businesses, particularly in the financial services sector.

Flexible Vertical Double Degrees

Enrolment in Vertical Double Degrees continues to grow. There were 35.5 full-time equivalent students enrolled in the three available vertical doubles in 2013; 98 in 2014; 121.5 in 2015; and 124.9 in 2016. Vertical Double Degrees enable students to complete Master courses as part of their Bachelor degree and complete the two degrees in a lesser period of time than would have been the case had the degrees been undertaken consecutively. Flexible Vertical Double Degree combinations were approved and launched in 2016.
Innovative learning and teaching

Credit and status for massive open online courses (MOOCs)

The University has led the creation of an alliance of international universities which from January 2017 will provide students with the opportunity to claim credit for their online studies across the world. Students who satisfactorily complete an approved edX MOOC with an in-person exam at the nearest alliance university will receive ANU credit.

edX Micromasters

ANU has joined 13 other edX partner universities to announce the edX MicroMasters initiative, a new category of online education that provides upskilling for university graduates in a range of industry-relevant skills. ANUx and the Research School of Management (RSM) will launch a MicroMasters in Evidence-Based Management in January 2017. The MicroMasters Program will be a pathway program into a set number of programs in RSM.

edX enrolments for ANU courses have reached 370,000 to date.

Indigenous STEMM Summer School

In December 2016, the Tjabal Centre in partnership with the ANU colleges of Medicine, Biology and the Environment, Physical and Mathematical Sciences and Engineering and Computer Science piloted a National Science and Engineering Summer School for Indigenous students. Seventeen students from around Australia attended the Summer School. It is hoped that the Summer School will become an annual event.

Executive education and other professional programs

In 2016, National Executive Education at the Crawford School of Public Policy continued to develop and expand on its already successful model of policy-based courses. A growth in enrolments was experienced with the delivery of premium subscription and customised training courses to public and private sector organisations. More than 1,000 participants undertook training and were exposed to the Crawford School and ANU across the calendar year. National Executive Education will continue to collaborate with stakeholders to successfully deliver their distinctive brand of policy-led courses by key researchers and industry experts in 2017.

The National Security College (NSC) delivered 41 programs to 888 officials, diplomats, security practitioners and industry executives in 2016. Growing demand supported 10 new courses on subjects including extremism, nuclear policy, maritime security, cyber risks and PNG. As a joint ANU/Australian Government initiative, NSC is extremely well placed to draw presenters from across the full spectrum of the University’s research base (especially in dynamic and multidisciplinary areas such as cyber security) plus expert practitioners from government, industry and international partners. Courses are delivered in a uniquely trusted environment for maximum policy impact.

In 2016, the ANU Centre for Continuing Education (CCE) hosted 193 participants from across the ACT working sector in 24 professional development courses in the areas of communication and marketing, leadership and management, personal development and writing.

The University continues to review and develop our professional development program according to market demand. This has resulted in five new courses being introduced and delivered. Course evaluations received from participants have once again been excellent with teachers, CCE and courses rating on average over four out of five.
The CCE continues to develop product offerings and aims to increase engagement with business and government. The focus will be to drive corporate services. Planning is already underway to build key relationships with government agencies and key ACT-based organisations in 2017.

Call out story: Connecting Gown and Town to Nurture Future Leaders

The ANU College of Business and Economics (CBE) Internship Program was launched in 2016 as a distinctive and coordinated College-based program with active participation by the local business community and in collaboration with different ANU business units.

Mimicking the real job application process, the program enables local businesses, government agencies and not-for-profit organisations to competitively select college undergraduate and postgraduate students with matching specialist skills, knowledge, and attributes for short-term projects across all 12 college disciplines.

By including a competitive selection process, the program aims to nurture a range of employability and professional skills for students with exposure to industry experience that many would not otherwise be able to access.

In 2016, the program attracted interest from 771 students who completed the pre-application workshops on resume writing and job interview skills. Of this cohort, formal applications were received from 467 students. A total of 121 students (50 per cent international) were accepted into the program with 85 internship hosts in the ACT region. In a business environment dominated, and driven, by Federal Government agencies, having such a high number of international students gain placements was a key achievement of the program.

For its innovation, impact and scalability, the CBE Internship Program was awarded the Silver Award (Oceania Region) at the QS Reimagine Education Stars Awards 2016, a global award competition for innovative education pedagogies enhancing student learning and employability, supported by QS and the Wharton School of the University of Pennsylvania.

Photo: Megan Stokes, Bachelor of Commerce/Economics interned at CHC Affordable Housing in Canberra, a social enterprise with a mission to build sustainable and affordable low-cost housing.

Call out story: ANU students win Jessup Moot

The 2016 ANU College of Law Jessup team was the first from ANU to win the Australian round of the Jessup Moot in 35 years.

Through the competition, teams of law students compete against one another in simulated proceedings heard by the International Court of Justice. Teams prepare oral and written pleadings – arguing both the case of the applicant and defendant countries – and appear before a bench of volunteer judges, many of who hold senior positions in law and legal practice.
The success followed three months of extensive preparation for the students, James Barrett, Dan Trevanion, Matilda Gillis, Tara Peramatukorn and William Randles. Their training commenced the day after exams finished in 2015, pausing only for Christmas until the competition in early February 2016.

They worked closely with ANU Law coaches Kate Ogg and Dr Imogen Saunders.

“It’s the most difficult subject that a law student would do in their degree and the best preparation for legal practice and building advocacy skills,” Kate said.

“The Jessup reflects the highest standard of mooting and its winners are well placed for a career in international law.”
Excellence as a National Policy Resource

Engaging in public policy

ANU researchers continued to develop policies and initiatives that respond to the challenges facing Australia and the Asia-Pacific region in 2016, engaging with the public, government and the private sector. Whether through public lectures, private briefings and commissioned research projects, the University's public policy expertise has continued to influence and inform policymakers this year.

Professor Peter Drysdale AO and the East Asian Bureau of Economic Research launched the Australia-China Joint Economic Report (ACJER) in a number of locations across Australia and China. The ground-breaking report is the first comprehensive joint study of the economic relationship between Australia and China and is a collaboration between ANU and the China Centre for International Economic Exchanges, China's premier think-tank.

The Climate Change Institute (CCI) continued to be regarded as an important national resource of climate change policy, with CCI Director Professor Mark Howden appointed to a number of advisory positions, including Vice-Chair of the Intergovernmental Panel on Climate Change Working Group 2 and to the National Climate Science Advisory Committee, which is responsible for advising the Australian Government.

The Energy Change Institute was also highly active, supporting the 51st APEC Energy Working Group held in Canberra, and collaborating with numerous Federal Government agencies, including the Australian Renewable Energy Agency (ARENA), as well as contributing to the COAG Energy Ministers’ consultation papers and the South Australian Government’s energy change work.

The 2016 Federal Election Series saw all ANU Colleges work together to provide expert academic analysis of election commitments across a number of platforms including video and social media, ensuring ANU research was exposed to a younger audience than traditional media usually targets.

ANU analysis of the 2016 Federal Election culminated in the launch of the Trends in Australian Political Opinion Report at Parliament House in December. The report found that traditionally stable support for the Australian political system has waned since the previous election and confidence in our politicians and the impact of government has decreased significantly. The ANUPoll also continued to produce important analysis of social issues for use by the nation's policymakers.

Whilst public policy research is conducted within all ANU Colleges, the Crawford School of Public Policy played a major role in hosting more than 150 events on a wide variety of public policy issues. These events attracted an audience of more than 10,000 people in total. Speakers at these events were drawn from academia, the business world, and virtually every level of government, and included senior policy figures from throughout the world.

Notable among these was the 2016 Crawford Australian Leadership Forum (CALF) in June. CALF is an annual event bringing together 150 of Australia’s top leaders to discuss and address the major public policy issues confronting the region's policymakers. Other high-profile events included the annual ‘Update’ series events, where world-leading experts look at issues in specific countries in the Asia-Pacific region, including Japan, China, Myanmar, Indonesia, the Philippines, and more. These events are a key way that the University engages with policymakers from throughout the region.

ANU was honoured to welcome a number of world leaders to speak on campus during 2016. In March, His Excellency Dr Javad Sharif, Iranian Foreign Minister, delivered a speech to a full house Llewellyn Hall during his state visit to Canberra. Also in March, His Excellency Professor Bambang Brodjonegoro, Indonesian Minister of Finance, addressed the Crawford School. The Honourable Shri Arun Jaitley, Indian Minister of Finance, Corporate Affairs and Information and Broadcasting, delivered the Narayanan Oration, an annual lecture honouring a past President of India, Dr K R Narayanan. Alan Alda of M*A*S*H fame visited campus in February to sign a partnership agreement between Stony Brook University’s Alan Alda
Centre for Communicating Science and the ANU Centre for the Public Awareness of Science. Other notable guests from around the world, including Bangladesh, Solomon Islands, Kazakhstan and MIKTA countries of Mexico, Indonesia, Korea and Turkey, also visited campus for various roundtable discussions and briefings.

**ANU tackles immigration challenges**

When identifying the most challenging public policy issues facing Australia, immigration usually emerges towards the top of the list. ANU continued to deliver on its role to develop policy responses for the good of the nation when it joined with the Department of Immigration and Border Protection (DIBP) in December 2016 to sign a Memorandum of Understanding (MoU) to cooperate on research, analysis, policy development and training.

ANU and DIBP have a long history of collaboration and this MoU enables the organisations to broaden their collaboration, adding expertise in public policy, economics, security, data management and engineering and computer science.

This partnership also signals the Vice-Chancellor’s intention to further develop links between ANU and the Australian Public Service (APS). In our increasingly globalised world, the University and its researchers are well placed to collaborate with the APS to develop solutions to the challenges that face our nation and the region in which we sit.

**Call out story: ANU welcomes new collaborative cyber facility**

In June, the University welcomed a collaboration with the Australian Government for a new facility to help grow Australia’s cyber-security workforce and Science Technology Engineering and Maths (STEM) capabilities.

Minister for Defence, Senator the Hon Marise Payne, and Senator for the ACT, Senator the Hon Zed Seselja, announced the $12 million investment from the Australian Signals Directorate (ASD). The investment will fund a joint facility in the new $45 million building for the ANU Research School of Computer Science and Mathematical Sciences Institute.

ANU Vice-Chancellor Professor Brian Schmidt AC said the investment would strengthen collaboration between ASD and ANU students and researchers in the crucial area of data analytics and cyber security.

“As Australia’s national university, ANU is committed to working in collaboration with government and industry to help provide the research and education that Australia needs to cope with future challenges,” Professor Schmidt said.

Dean of the ANU College of Engineering and Computer Science, Professor Elanor Huntington, said the joint initiative would lead to an open exchange of ideas and expertise and would be of great benefit to students and researchers.

“This investment is a welcome and public endorsement of the great strengths of computing and mathematical sciences at ANU, and of our contribution to Australian knowledge and innovation,” Professor Huntington said.
The new building for the Research School of Computer Science and Mathematical Sciences Institute is expected to be completed by January 2018.
National Institutes Grant

ANU began as a university unique in Australia and the world. After seven decades it remains so, delivering a great legacy of excellence in research, education and public policy.

The University’s distinctive history and organisational architecture underpin its capacity to undertake research that continues to meet the needs of Australian society. By remaining unique, ANU will continue to be one of the greatest reservoirs of information, thought and analysis in Australia and the world.

Established by an Act of Parliament in 1946, ANU is endowed by the Australian Government through the National Institutes Grant (NIG) to undertake basic and applied research to address issues critical to the nation. Secure and reliable funding from the NIG has enabled transformational long-term and applied research and has played a significant role in the University’s capacity to undertake research of strategic value to the world.

The NIG is an investment in the future of the ANU that keeps Australia on the front foot of discovery and is paid back through countless achievements. In 2016, ANU affirmed its reputation as one of the world’s finest universities and number one in Australia by achieving 22nd position in the QS World University Rankings.

The NIG is used to seed research projects and develop opportunities, particularly for early career researchers. Development of Australia’s research talent is a critical aspect of securing the nation’s future, and the NIG gives a unique advantage to ANU to build quality research and education programs in nationally strategic areas. The NIG enables the best and brightest from across the globe to work at ANU in a world-class environment supported by national-level infrastructure.

The NIG has also enabled ANU to make discoveries for Australian and global industries and has given business the confidence to engage with ANU over the long term. From incubating successful start-ups, to working with our industry partners, we are making a difference to the world we live in.

There are many examples of activities, infrastructure and people supported by the NIG. Several have been highlighted in the following eight broad themes. There are others highlighted throughout this report.

Performance by theme

1. Asia and the Pacific

The NIG allows ANU to host the largest number of scholars dedicated to work on Asia and the Pacific in the English-speaking world. The University can harness the knowledge of regional experts that cuts across disciplinary boundaries and provides the kind of country-specific policy expertise that our partners in government and the business sector seek.

Australasian Pollen and Spore Atlas

The School of Culture, History and Language maintains the Australasian Pollen and Spore Atlas (APSA) with support from the NIG. The APSA provides free access to the largest collection of pollen and spore information in the Australasian region. Following the tragic deaths and hospitalisations related to a Thunderstorm Asthma event in Victoria in 2016, the School leveraged APSA and its expertise in pollen monitoring and mapping, and convened an expert panel of researchers, meteorologists and public health
experts from academia and government to discuss novel approaches to improving community respiratory health before, during and after these events.

2. Public policy and governance

The NIG has enabled ANU to be a critical resource for policymakers across government, industry and non-government organisations, providing expert advice and support. We are a leading voice in national and international policy development, applying expertise to key policy challenges facing Australia and the region.

National Leadership in Policy and Health Inequity

The NIG has underpinned significant returns in the area of health inequities, one of Australia’s and the world’s major policy challenges. It has led to the establishment of a five-year NHMRC Centre of Research Excellence on the Social Determinants of Health Equity at ANU, in partnership with Flinders University and the University of Sydney. In 2016, this global health equity body of work was used by the World Health Organization, the United Nations Standing Committee on Nutrition, and ministries of health in Australia and across the Asia Pacific. In the context of the rapid development of countries in Asia and the Pacific region and the associated exacerbation of health inequities, this NIG-supported research and the body of evidence developed by this research, position ANU and Australia at the forefront of health equity policy-salient research.

Public policy leadership

ANU engages frequently with policymakers within government, civil society organisations and multilateral agencies. Through this ongoing engagement, ANU policy research has an impact in multiple ways: in shaping the choice of policy, through framing and reframing debates, by identifying problems, and by critically analysing existing policies and identifying shortcomings.

With NIG support, the Crawford School of Public Policy launched the Policy Forum (www.policyforum.net), an online platform providing analysis, debate, and discussion on Asia and the Pacific’s public policy challenges. The Policy Forum is run as a resource for the University, the nation, and the region, inviting and posting contributions from more than 500 academic staff from around the Asia Pacific in its first two years. With thriving associated social media channels and a podcast series, its content reached an audience in excess of 12 million over 2016. Policy Forum has helped place ANU at the centre of public policy debate, discussion and analysis in the region.

Strategic defence policy

NIG funding continues to support the work of the Strategic and Defence Studies Centre (SDSC), home to the largest concentration of scholars working in Australia on strategic and defence policy issues. SDSC celebrated its 50th anniversary in 2016, making it the oldest centre of its kind in Australia and the broader Asia-Pacific region. In 2016, the University of Pennsylvania's definitive Global Go To Think Tanks Index report ranked SDSC as Australia's leading university-affiliated think tank and one of the top 10 think tanks across Southeast Asia.
3. Energy, environment and sustainability

The NIG has enabled ANU to bring together some of the top researchers in the world across multidisciplinary fields to work on the big environmental challenges and opportunities facing contemporary society.

Battery storage and integration

The Energy Change Institute has established a new international research program at ANU to improve ways to store renewable energy that can be integrated into the electricity grid. The program is part of an $8 million partnership between ANU and the ACT Government. As the proportion of renewables in the grid grows, battery storage and its integration are becoming increasingly important to address intermittency in renewable energy supply. This research program will feed into existing cutting-edge energy research at ANU and in the ACT, facilitating the transition to a broader low-carbon electricity system.

Support for endangered species

The NIG underpins sustained capacities at the University in environmental sciences and applied ecology, particularly through maintaining the science leadership and logistical capacities to establish and support an internationally remarkable suite of research programs. These programs focus on the production of long-term data and capacities to underpin policy development. In 2016, the Fenner School continued to utilise its NIG allocation to have a significant impact on addressing Australia’s national extinction crisis through evidence-based science. This included field surveys that discovered previously unknown breeding grounds of the critically endangered Regent Honeyeater, and leadership of an innovative initiative that saw volunteer arborists from Melbourne carving nest hollows in Tasmania for the critically endangered Swift Parrot.

Solar forecasting

2016 saw significant developments in energy research, placing ANU at the forefront of the rapidly evolving field of solar energy forecasting and stimulation. The NIG provided the capacity to help secure a major multi-partner Australian Renewable Energy Agency (ARENA) project that will take the current version of the University’s Regional Photovoltaic Simulation System (RPSS) and develop and deploy it as an operational system that provides distribution network service providers (DNSPs) with real-time distributed photovoltaic simulations and forecasts mapped to their distribution network. Australia’s future energy system will be enhanced by a significantly advanced version of the University’s existing RPSS software.

4. Science innovations and technology

The NIG has allowed ANU to advance scientific discovery for today and for the future. ANU is ranked among the very top in the world across vital science and technology fields.

Mathematical sciences

The NIG has led to major national achievements in mathematics with current progress towards tsunami and flood modelling. In 2016, a significant collaboration between ANU and Geoscience Australia progressed ANUGA, a free and open-source software package capable of modelling the impact of hydrological disasters such as dam breaks, riverine flooding, storm-surge and tsunamis. ANUGA has been used extensively to quantify the risk from tsunamis around Australia’s coastline, and to assess the risk of flooding in Manila and the risk from tsunamis in Papua New Guinea.
Engineering leaders of the future

ANU has focused on areas of engineering where our strength in research can make a large contribution on the world stage, focusing on high-impact interdisciplinary research. In 2016, the NIG continued to support the unique Future Engineering Research Leaders (FERL) program, a program that supports a cohort of Australia’s brightest engineers to tackle longer term and more impactful research problems and to develop into international leaders in their fields. The five-year fixed-term appointments allow unfettered access to the unique research resources across ANU. Combined with significant start-up funding and research support, the program provides candidates with an opportunity to build their research profile and to develop into international leaders in their fields. The FERL program encourages participants to move on to leading positions at other research institutions and organisations after their tenure at ANU, distributing the benefits of this program across the nation.

Small satellites

During 2016, researchers from around Australia began testing small satellites on the world-leading facilities at the University’s Advanced Instrumentation and Technology Centre (AITC) at Mount Stromlo ahead of a mass satellite launch from the International Space Station. The three small satellites are CubeSats, commercial satellite platforms in the form of cubes ten centimetres on a side. They will be launched into space as part of the European Union’s QB50 launch of 50 satellites. The QB50 program has 27 countries building satellites for the mass launch from the International Space Station, including China, US, Brazil and Russia. Before heading into space, the satellites are undergoing rigorous tests in the ANU space simulation facility at the AITC to ensure they are space qualified. These first three Australian CubeSats in space will be doing research with significant public good benefits, including looking at space weather and solar activity, which impact on the security of key systems such as GPS, financial systems and electricity grids.

New molecules

The platform created by long-term NIG investment led to a number of research highlights in 2016 that have potential industry applications, including the recently discovered new class of molecules that can synergise with existing insecticides to abolish insecticide resistance in the Australian Sheep Blowfly. This pest costs the Australian wool and lamb industries over $300 million per year. Only through NIG support was it possible to carry out the initial proof of concept experiments. The technology that this has produced has the potential to significantly reduce the amount of pesticide that is used in Australian agriculture and to prevent the spread of resistant insects. Work is currently underway testing this new class of molecules with disease vectors of relevance to Australia, such as the mosquito Culex quinquefasciatus.

5. Health and medicine

The NIG supports life-saving ANU research for a healthier nation and world. ANU plays a pivotal national role in leading research-driven health policy.

Healthcare communication

With NIG support, ANU now hosts the International Research Centre for Communication in Healthcare (IRCCH). This unique and interdisciplinary centre located in the School of Literature, Languages and Linguistics addresses the challenges of healthcare communication and brings together over 70 international experts in medicine, linguistics, health sciences, health communication, nursing, medical education, allied
health and sociology, to find relevant strategies and solutions to impact clinician practice and education globally.

**Fighting malaria**

Malaria continues to be a major threat to the world’s health with more than 500,000 people dying every year of the disease. The NIG supported a new partnership in 2016 between ANU and Humboldt University in Germany to deliver a dual PhD program aimed at crossing boundaries to fight malaria. The ANU/Humboldt University Graduate School aims to provide exciting opportunities to traverse some of these barriers and address fundamental problems in preventing malaria through an International Graduate School. Molecular insights into malaria can generate novel evidence-based strategies to develop therapeutic and prophylactic drugs and create immunisation strategies that provide lasting protection.

6. **Culture, creativity and societies**

The NIG has enabled ANU to maintain a significant reservoir of resources and expertise across the humanities and social sciences. Our success on the world stage would not have occurred without the long-term stable funding afforded by the NIG.

**Australian law**

ANU has a strong research culture exemplified by high-profile scholarship across multiple fields, including legal systems and governance, Australian, international and public law, social justice, human rights and criminology. There is also considerable cross-disciplinary legal research undertaken at ANU, a feature that distinguishes ANU from other Australian universities and is supported by the NIG. An example is the ANU College of Law and Fenner School of Environment and Society research on climate change mitigation in the land and agricultural sectors. The research outputs from this interdisciplinary work have included publications in leading multidisciplinary environment and climate journals, including *Nature Climate Change*, *Climatic Change*, *PLOS One*, *Climate Policy* and *Carbon Management*.

**Australian National Dictionary**

With NIG support, The Australian National Dictionary Centre (ANDC) continued to make national headlines with their Word of the Year in 2016 and published its second edition of the *Australian National Dictionary: Australian Words and their Origins*, exploring the way in which the words that make up the lexicon of Australian English have evolved over time. Published by Oxford University Press (OUP) Australia, this edition is the product of extensive research and editing by ANDC staff, who also research and publish a number of other OUP Australian dictionaries and linguistic monographs.

7. **Indigenous Australia**

The NIG supports Indigenous research of a size and scope that is unparalleled nationally and vital to the cultural development of this country.

**Aboriginal economic policy**

Supported by the NIG, the Centre for Aboriginal Economic Policy Research (CAEPR) is Australia’s foremost social science research centre focused on Indigenous issues. Indigenous communities and policymakers have used its work since the 1990s to inform the development of policies to improve the economic and social circumstances of Indigenous Australians and to evaluate outcomes of key initiatives.
CAEPR maintains a particular focus on education, training, employment and Indigenous businesses. Research in 2016 brought together an interdisciplinary team to examine the design, implementation and impact of the government’s Community Development Programme (CDP) on Aboriginal and Torres Strait Islander people across remote Australia. The CDP has become one of the most pressing policy issues in contemporary Indigenous affairs. This research prompted a direct response from the Minister for Indigenous Affairs who indicated publicly that he would address some of the concerns raised by the research in 2017.

8. A resource for the nation

The NIG has allowed ANU to acquire and maintain a range of world-class research facilities and other resources that not only contribute to the significant outcomes of ANU, but are utilised by researchers around the nation and world. Many of these resources are unique within Australia and in some cases rare throughout the world. The value of these resources is immeasurable.

Australian Election Study

The Australian Election Study (AES) is a large-scale survey of the Australian electorate designed to assess the attitudes and opinions of citizens at each federal election since 1987. Led by the School of Politics and International Relations and supported by the NIG and Australian Research Council, the AES is the most widely used survey in Australian political science to monitor trends in political attitudes and behaviour. The 2016 survey interviewed 2,818 voters nationally, asking a comprehensive range of questions about their political behaviour, interests, beliefs and background. Results showed electoral volatility was at its highest level since academic surveys began tracking in 1967. ANU has also been a leader in forming international consortia to further research in these areas, notably as a founder member of the World Values Survey, the Comparative Study of Electoral Systems and International Social Survey Program.

Astronomical sciences

The University’s outstanding research record in astronomy and astrophysics is founded on the use of the NIG to provide unique world-class observational facilities to ANU staff and other Australian researchers. In 2016, the NIG supported the University’s unique position amongst Australian universities in operating a world-class optical observatory. Siding Spring Observatory near Coonabarabran, NSW, is home to the ANU 2.3-metre telescope, the SkyMapper 1.3-metre telescope, and the 1.2-metre UK Schmidt Telescope. The NIG covers the direct costs of running the observatory and the telescopes are available to all Australian astronomers. Many of these telescopes are instrumented in whole or part by the Advanced Instrumentation and Technology Centre (AITC), which is the only major astronomical instrumentation program at an Australian university.

Supernova sets a geological clock on Earth

New discoveries in physics crucially depend on a long-term technical capability to ensure either novel instrumentation can be developed, or national facilities can be maintained. The NIG has helped drive new discoveries by supporting significant ANU research infrastructure and associated technical and academic capacity. Using the University’s world-class particle accelerator, one of the rarest isotopes in nature, iron-60, was detected in sediment and crust samples taken from the Pacific, Atlantic and Indian oceans. Iron-60 is only formed within a supernova. The research has provided geologists with a ‘timestamp’ in the sedimentary layers that is universal and global, meaning that we can now tie different parts of the world together during major geological or climate events.
Flagship centre in genomics, metabolomics and bioinformatics

The ANU-CSIRO Centre for Genomics, Metabolomics and Bioinformatics (CGMB) was officially opened in 2016. The CGMB is the flagship initiative within the National Agricultural and Environmental Sciences Precinct that was established by ANU and CSIRO in late 2014. The centre brings together two global leaders in the area of plant and agricultural sciences. By educating researchers and stimulating projects in transformational agriculture, the CGMB will foster advances essential to food security and environmental stewardship in the face of climate change, population growth and land degradation.

Call out stories: Gravitational waves

ANU scientists played a key role in the global scientific collaboration which proved the existence of gravitational waves for the first time, 100 years after they were predicted by Albert Einstein’s General Theory of Relativity. The announcement was made in February 2016.

The confirmed observation of a gravitational waves, ripples in space caused by the collision of two black holes, is a major discovery and opens up new fields in physics and astrophysics. It will give scientists a new way to study the Universe, black holes, dark matter and gravity.

More than 1,000 scientists around the world have been involved in the research, including a collaboration of Australian universities through the Australian Consortium for Interferometric Gravitational Astronomy (ACIGA).

The gravitational waves were detected by the twin detectors of the Laser Interferometer Gravitational-wave Observatory (LIGO) in the United States, in Louisiana and in Washington State.

Australian scientists and industry are at the forefront of the discovery and are well placed to lead future research and development.

ANU, University of Western Australia and University of Adelaide helped build crucial components of the LIGO detectors used to find the gravitational waves.

The physicists who were involved in the discovery were later part of a team that was awarded two prestigious physics prizes: the $3 million Special Breakthrough Prize in Fundamental Physics and the $500,000 Gruber Prize for Cosmology. Professor Susan Scott from the ANU Centre for Gravitational Physics was also elected as a Fellow of the Australian Academy of Science in May.

Spinoffs from this technology are already being used and developed for commercial applications, such as the search for oil and gas and to measure groundwater from space.

Photo: Professor Susan Scott from the ANU Centre for Gravitational Physics at the announcement in Parliament House.
Call out stories: National Dictionary

More than 6,000 new Australian words and phrases, including words from more than 100 Indigenous languages, were officially recognised with the release of the second edition of the *Australian National Dictionary* at the end of August.

The Australian National Dictionary is the primary repository of Australian English and the custodian of words and phrases unique to Australian history and culture.

It is published by Oxford University Press Australia and New Zealand (OUP) and compiled by the Australian National Dictionary Centre at ANU.

Launched in Parliament House by the Hon Dr Andrew Leigh MP in August, the second edition is the first comprehensive update of the Australian National Dictionary since 1988. It now has definitions and the history of 16,000 words and phrases unique to Australia.

In October 2016, an edition was presented to Prime Minister Malcolm Turnbull and now rests in his Parliamentary office bookcase.

Photo: Hon Dr Andrew Leigh launches the second edition of the dictionary.
BUILDING BLOCKS

Outstanding staff

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

Academic appointments of world leaders in their respective disciplines continued to be made in 2016. Appointments complemented existing research strengths and created greater critical mass and leadership in key discipline areas. Strategic appointments made in 2016 included the Dean – ANU College of Arts and Social Sciences, Dean – ANU College of Asia and the Pacific, Director – The Fenner School of Environment and Society, Dean – Higher Degree Research, Director – Crawford School of Public Policy, Director – Research School of Engineering, Director – Office of the Vice-Chancellor, Director – Marketing Office, Director – Major Projects, Head – Centre for Mental Health Research, and Director – International.

Extensive international searches continued to be conducted for academic appointments, aimed at recruiting the best academic staff worldwide, with the demonstrated potential to become international leaders in their respective disciplines. ANU researchers attracted significant grant support in 2016 through highly competitive national schemes such as the ones administered by the ARC. Through grant and contract support, researchers addressed national research and innovation priority areas that benefit the Australian people and global community. Further information on the University's performance in attracting grants in 2016 is provided in the Research section of this report.

In August 2016, the Vice-Chancellor committed to achieving a 50:50 gender balance in leadership roles within the next five years, and attracting the very best researchers in the world, by providing substantial start-up grants for high-potential early and mid-career researchers.

In 2016, the University Executive approved a refined procedure to the appointment of University Executive and Deans, which allows for an enhanced approach to the recruitment of these positions to ensure the attraction of a higher calibre of candidates.

Once outstanding academic staff join ANU, academic talent is progressed through the University's academic promotions framework. In 2016, the University embedded a set of clear indicators to describe research, education and service contributions to provide guidance to academic staff in their career planning.
TABLE 5: STAFF PROFILE BY ANU COLLEGE/AREA AND GENDER FOR 2016¹

<table>
<thead>
<tr>
<th>ANU COLLEGE/AREA</th>
<th>ACADEMIC</th>
<th>PROFESSIONAL</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FEMALE</td>
<td>MALE</td>
<td>FEMALE</td>
</tr>
<tr>
<td>COLLEGE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANU College of Arts and Social Sciences</td>
<td>121</td>
<td>145</td>
<td>118</td>
</tr>
<tr>
<td>ANU College of Asia and the Pacific</td>
<td>111</td>
<td>172</td>
<td>140</td>
</tr>
<tr>
<td>ANU College of Business and Economics</td>
<td>54</td>
<td>98</td>
<td>45</td>
</tr>
<tr>
<td>ANU College of Engineering and Computer Science</td>
<td>18</td>
<td>103</td>
<td>41</td>
</tr>
<tr>
<td>ANU College of Law</td>
<td>48</td>
<td>57</td>
<td>43</td>
</tr>
<tr>
<td>ANU College of Medicine, Biology and Environment</td>
<td>197</td>
<td>223</td>
<td>248</td>
</tr>
<tr>
<td>ANU College of Physical and Mathematical Sciences</td>
<td>57</td>
<td>271</td>
<td>74</td>
</tr>
<tr>
<td>ANU Joint Colleges of Science</td>
<td>4</td>
<td>2</td>
<td>64</td>
</tr>
<tr>
<td>TOTAL COLLEGE</td>
<td>610</td>
<td>1,071</td>
<td>773</td>
</tr>
<tr>
<td>NON-COLLEGE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ANU Service Units</td>
<td>6</td>
<td>5</td>
<td>622</td>
</tr>
<tr>
<td>Other Areas</td>
<td>5</td>
<td>4</td>
<td>34</td>
</tr>
<tr>
<td>TOTAL NON-COLLEGE</td>
<td>11</td>
<td>9</td>
<td>656</td>
</tr>
<tr>
<td>TOTAL</td>
<td>621</td>
<td>1,080</td>
<td>1,429</td>
</tr>
</tbody>
</table>

¹ANU HR management system data as at 31 March census 2016. Based on headcount.

TABLE 6: ACADEMIC STAFF HOLDING DOCTORATES FOR 2013-2016¹

<table>
<thead>
<tr>
<th>% of Total Academic Staff holding Doctorates</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian National University</td>
<td>86</td>
<td>87</td>
<td>87</td>
<td>88</td>
</tr>
<tr>
<td>All other Group of Eight universities</td>
<td>69</td>
<td>74</td>
<td>72</td>
<td>70</td>
</tr>
<tr>
<td>All Australian universities</td>
<td>68</td>
<td>69</td>
<td>70</td>
<td>69</td>
</tr>
</tbody>
</table>

¹ANU HR management system and the Department of Education Staff data collection for 2016.

Professional staff

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

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

The PSDEF, established as a University policy, has provided numerous teams and individuals with the opportunity to attend various conferences, short courses, symposiums and seminars both on a national and international level. In 2016 the grant assisted 44 per cent of applicants with financial support.
The continued commitment by the University to the development of professional staff was established in the ANU Enterprise Agreement (EA) 2013-2016, which offers up to 50 scholarships per annum of up to $2,500 per scholarship. The PSSS fund has provided for a large number of staff to advance their qualifications, skills and knowledge, primarily through the attainment of formal qualifications. The scholarship receives applications from dedicated staff wishing to progress in their current field as well as staff making a career change by undertaking a certificate, diploma or a degree. In the 2016 calendar year, 98 per cent of eligible applicants received funding assistance.

In 2016, the University strengthened recruitment practices by developing new and improved training modules for selection committee members and offering client group training to service division areas. Additionally, training was developed and rolled out to all Human Resources staff on the interpretation and best use of psychometric testing.

Leaders in public debate and business interaction

In 2016, ANU has continued to encourage and support staff to become leaders in public debate and business interaction.

One example is the Canberra Innovation Network (CBRIN), of which ANU is a foundation member. The co-working space for Canberra startups, Entry 29, now co-located with CBRIN in Canberra City, grew to have 75 active financial members in 2016 and is now at capacity. The University was active in its contributions to the Inspiring Australia program, run out of CBRIN, participating in Science Week with a range of academic presentations and workshops and collaborating on the Space Youth Program at the Mount Stromlo Observatory.

ANU, through its National Security College, partnered with RAND Corporation to host the country’s first 360° Cyber Security Game this year. Opened by the Minister Assisting the Prime Minister for Cyber Security, the Hon Dan Tehan MP, the cyber game brought together industry, government and academia for an analytic game that examined cross-sector collaborative responses to two scenarios: *The Dark Side of the Internet of Things* and *International Norms and Intellectual Property Theft*. The first time such an exercise has been held in Australia, the forum involved key people from companies including IBM, Thales Group, Cisco, Ernst & Young and Woodside, and government agencies including ASIC, CERT Australia and Australia Post. The event also involved academics from across ANU and universities around Australia, demonstrating the important perspectives researchers and educators bring to cyber security challenges.

Innovative and energising environment

In June 2016, the University hosted the inaugural Australian-French Entrepreneurship Challenge. The entrepreneurship challenge included PhD students from all over Australia, and was supported by the French Embassy, the Department of Industry, Innovation and Science, the Australian Academy of Science, ANU and Australian and French business communities. The winning team, which included two ANU students, designed an innovative concept where a traveller could use their smartphone to test water quality. The winners travelled to France in September where they visited business incubators and science and innovation hubs.

Innovation ACT, the ANU-founded annual entrepreneurship program, had another record-breaking year in 2016. Fifty-one teams participated (up from 43 teams last year), including participants from ANU, the University of Canberra, the University of New South Wales, Canberra Institute of Technology and the Academy of Interactive Entertainment. Six teams were awarded a share of the $50,000 seed pool, three of which contained ANU staff or students.
The ANU Makerspace at the Research School of Physics and Engineering provides all ANU students and staff with access to making facilities and a community of like-minded users to share with, learn from, and solve problems together. Facilities include 3D printing, electronic circuit fabrication and testing, basic hand power tools, and small-scale CNC machining. The space hosts over 100 users, representing five out of seven ANU colleges.

In 2016, the ANU Computing Group Project initiative ‘TechLauncher’ increased its student participation by 200 per cent with 151 students forming 37 projects. Six of the teams are now involved with industry or startup companies, with some contributing integral prototypes and software.

In 2016, ANU launched a new Master of Applied Data Analytics program, taking an interdisciplinary approach to evidence-based decision-making. Bringing together ANU expertise in computer science, statistical data analysis and social science, the first cohort of the 18-month program brought together 60 part-time students sponsored from across four principal government agencies – Department of Human Services, Department of Social Services, the Australian Taxation Office, and the Australia Bureau of Statistics – to develop postgraduate level skills in data analytics to support high-quality, data-informed decision-making.

**Awards for excellence**

The individual excellence of our researchers across all fields speaks to our commitment to overall research excellence, and has been demonstrated in 2016 through numerous awards, prizes and honours. 2016 has been a significant year, headlined by Emeritus Professor Ian Chubb being awarded the Academy Medal, the highest honour of the Australian Academy of Science, for his contributions to Australian science outside research. Awards were also presented to Professor Michelle Coote (HG Smith Medal by the Royal Australian Chemical Institute), Emeritus Professor Ross William Griffiths (Australian Academy of Science’s Jaeger Medal), Professor Barry Ninham (Australian Academy of Science’s Matthew Flinders Medal), Dr Seth Lazar (Academy of the Social Sciences in Australia Panel Awards for Early Career Research), Professor Ken Freeman (UNSW Dirac Medal for the Advancement of Theoretical Physics), Dr Rachel Wood (Women in Research Citation Award by Clarivate Analytics), Professor Robyn Lucas (John James Foundation Tony Ayers Prize for Excellence in Translational Medicine), Professor Ann McGrath (NSW Premier's General History Prize), Dr Carol Hayes and Dr Peter Hendriks (Japanese Foreign Minister’s Commendations for 2016), and Professor Emily Banks and Associate Professor Susan West (Australian Financial Review and Westpac 100 Women of Influence Awards).

Dr Ceridwen Fraser received the ACT Scientist of the Year Award, Dr Yuerui (Larry) Lu (ACT Young Tall Poppy of the Year), Professor Ann McGrath (Royal Historical Society of Queensland’s John Douglas Kerr Medal of Distinction in Research and Writing Australian History), Associate Professor Ian Cockburn (Alan and Elizabeth Finkel Prize), Professor Serge Tcherkézoff (Knight in the Order of the Legion of Honour, ANU researchers as part of the international Laser Interferometer Gravitational-Wave Observatory (LIGO) team (Gruber Cosmology Prize and the Special Breakthrough Prize in Fundamental Physics), Dr David Nicholls (Louise Webster Prize), Professor Emily Banks shared in the MDA National Prize for Excellence in Medical Research with collaborators, Dr Merinda Bobis (Christina Stead Prize for Fiction), Thien Nguyen (Microsoft Quantum Challenge), Professor Dan Shaddock (G’Day USA Award for Innovation), Dr David Nisbet and Associate Prof Shannon Notley (TechConnect Innovation Award), Professor Chennupati Jagadish (Nick Holonyak, Jr., Award), Ofer Zwikael (IPMA Research Award) and Professor Lisa Kewley (Delta Electronics Young Astronomer Lectureship Award).

ANU researchers were also elected and appointed to a number of prestigious academies and orders during 2016, including Professor Ariel Heryanto and Associate Professor Marc Oxenham being elected as Fellows of the Australian Academy of the Humanities, and Professor Geoffrey Farrell being inducted into the Australian Academy of Health and Medical Sciences. Nine ANU staff (Professor Laurajane Smith, Professor David Stern, Dr Carolyn Strange, Dr Philip Taylor, Professor Rabee Tourky, Professor Jenny Corbett, Professor Nicholas Evans, Professor Melanie Nolan and Honorary Professor Fiona Haines) were also
named new Fellows of the Academy of Social Sciences of Australia. Emeritus Professor Peter Bellwood was elected as a Corresponding Fellow of the British Academy, Professor Tony Jakeman and Professor Trevor Ireland were elected as Fellows of the American Geophysical Union, and Emeritus Professor Brian Anderson AC was recognised for an outstanding career through the naming of the Brian Anderson Building.

In the Queen’s Birthday Honours, Emeritus Professor Brian Anderson was appointed as a Companion in the Order of Australia (AC) and Professor John White, the late Professor Mike Raupach, and Tuckwell Scholarship Trustee Dr Vincent Fitzgerald were appointed as Officers in the Order of Australia. Professor Denis Evans was appointed as a Member in the Order of Australia.

Professor Susan Scott and Professor Simon Foote were elected as Fellows of the Australian Academy of Science, Professor Bob Williamson was named a Fellow of the Australian Mathematical Society, Dr Antonio Tricoli was awarded a prestigious Westpac Research Fellowship, Emeritus Professor Alison Booth was made a Founding Fellow of the European Association of Labour Economists, Dr Nicholas Cheesman was offered Membership at the School of Social Science, Institute for Advanced Study (IAS) at Princeton, and Professor Andrew Blakers (RSEng) was inducted into the Australian Solar Council Hall of Fame.

Educational Fellowship Scheme

In 2014, ANU became the first university outside the UK to be a subscribing institution of the United Kingdom Higher Education Academy (HEA). As a member, ANU can provide the ANU Educational Fellowship Scheme, which is a multi-level, internationally benchmarked professional development program.

In its first three years, the ANU Educational Fellowship Scheme has awarded some 500 fellowships – approximately 300 to ANU staff, and approximately 200 to educational leaders from more than 20 other universities. ANU also hosted the first Australasian Symposium on Professional Recognition of University Educators in May 2016. Through this fellowship initiative, ANU is playing a national leadership role in showing how internationally accredited professional recognition has an important role to play in supporting teaching quality in Australian universities.

Australian Awards for University Teaching

In 2016, ANU received six national teaching awards.

<table>
<thead>
<tr>
<th>Award for Teaching Excellence (Physical Sciences and Related Studies category)</th>
<th>Associate Professor Paul Francis</th>
<th>Physics Education Centre, and the Research School of Astronomy and Astrophysics, ANU College of Physical and Mathematical Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award for Teaching Excellence (Social and Behavioural Sciences category)</td>
<td>Professor Michael Platow</td>
<td>Research School of Psychology, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Citation for Outstanding Contribution to Student Learning</td>
<td>Dr Joanne Wallis</td>
<td>Strategic and Defence Studies Centre, Coral Bell School of Asia Pacific Affairs, ANU College of Asia and the Pacific</td>
</tr>
</tbody>
</table>
Citation for Outstanding Contribution to Student Learning  
Dr Alexandra Webb  
ANU Medical School, ANU College of Medicine, Biology and Environment

Citation for Outstanding Contribution to Student Learning  
Mr Jeremy Smith  
Research School of Engineering, ANU College of Engineering and Computer Science

Citation for Outstanding Contribution to Student Learning  
Dr Tamara Browne  
Research School of Biology, ANU College of Medicine, Biology and Environment

ANU Vice-Chancellor's Awards for Excellence in Education

The ANU Vice-Chancellor's Awards for Excellence in Education recognise and reward the diverse contributions staff make to the quality of learning, teaching and the student experience at ANU.

The Award for Indigenous Education was offered for the first time in 2016, with categories in Teaching, Programs, Supervision, Contribution to Student Learning, and Tutoring or Demonstrating.

In 2016, there were 12 recipients of the Vice-Chancellor’s Awards for Excellence in Education.

<table>
<thead>
<tr>
<th>Award for Teaching Excellence</th>
<th>Dr Gemma Betros</th>
<th>School of History, ANU College of Arts and Social Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Award for Teaching Excellence (Early Career category)</td>
<td>Dr Joanne Wallis</td>
<td>Strategic and Defence Studies Centre, Coral Bell School of Asia Pacific Affairs, ANU College of Asia and the Pacific</td>
</tr>
<tr>
<td>Award for Excellence in Supervision (Joint recipient)</td>
<td>Professor Peter Kanowski</td>
<td>Fenner School of Environment and Society, ANU College of Medicine, Biology and Environment, Master of University House</td>
</tr>
<tr>
<td>Award for Excellence in Supervision (Joint recipient)</td>
<td>Associate Professor Rosanne Kennedy</td>
<td>School of Literature, Language and Linguistics, ANU College of Arts and Social Sciences</td>
</tr>
<tr>
<td>Award for Programs that Enhance Learning</td>
<td>Military and Defence Studies Program: Professor Daniel Marston, Ms Tamara Leahy, Dr Aurore Chow, Dr Jack Bowers, Mr Andrew Frain, Miss Bel Corujo, Mrs Kathryn Brett</td>
<td>Strategic and Defence Studies Centre, Coral Bell School of Asia Pacific Affairs, ANU College of Asia and the Pacific</td>
</tr>
<tr>
<td>Award for Programs that Enhance Learning</td>
<td>Professionalism and Leadership Theme: Professor Zsuzsoka Kecskes, Dr Sarah Martin, Dr Elizabeth Sturgiss, Mr Michael Chapman, Professor Imogen Mitchell, Dr Kerrie Aust, Dr Rosa Marchetti, Dr Caitlin Coombes, Clinical Associate Professor Deborah Browne, Dr Anne Leditschke, Dr Megan Hickie</td>
<td>ANU Medical School, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Award for Indigenous Education (Teaching category)</td>
<td>Dr Bruce Doran, Mr Dean Mathews</td>
<td>Fenner School of Environment and Society, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Citation for Outstanding Contribution to Student Learning (Early Career)</td>
<td>Dr Björn Dressel, Ms Sarah Cameron</td>
<td>Crawford School of Public Policy, ANU College of Asia and the Pacific</td>
</tr>
<tr>
<td>Citation for Outstanding Contribution to Student Learning</td>
<td>Dr Alexandra Webb</td>
<td>ANU Medical School, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Citation for Outstanding Contribution to Student Learning (Early Career)</td>
<td>Dr Tamara Browne</td>
<td>Research School of Biology, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Award for Excellence in Tutoring or Demonstrating</td>
<td>Mr Timothy Hatfield</td>
<td>Research School of Psychology, ANU College of Medicine, Biology and Environment</td>
</tr>
<tr>
<td>Award for Excellence in Tutoring or Demonstrating</td>
<td>Ms Jeong Yoon Ku</td>
<td>School of Culture, History and Language, ANU College of Asia and the Pacific</td>
</tr>
<tr>
<td>Award for Excellence in Tutoring or Demonstrating</td>
<td>Mr Chad Lee-Stronach</td>
<td>School of Philosophy, ANU College of Arts and Social Sciences</td>
</tr>
</tbody>
</table>

**ANU Awards for staff**

**ANU Vice-Chancellor’s Awards for Staff Excellence**

Vice-Chancellor Professor Brian P. Schmidt AC recognised ANU staff who made an outstanding contribution to the University and community at his annual excellence awards in November 2016.

The Awards went to:
- Public policy and outreach – individual awards: Professor Emily Banks – ANU College of Medicine, Biology and Environment; Associate Professor Alexander Maier – ANU College of Medicine, Biology and Environment
- Public policy and outreach – team award: ANU Public Outreach: Federal Election 2016 - Strategic Communication and Public Affairs and ANU Colleges of Arts and Social Sciences, Asia and the
Pacific, Business and Economics, Engineering and Computer Science, Law, Medicine, Biology and Environment, and Physical and Mathematical Sciences.

> Innovation and excellence in service – individual awards: Mrs Elizabeth Dinn – ANU College of Medicine, Biology and Environment/ANU College of Physical and Mathematical Sciences; Ms Anita Fitch – ANU College of Law; Ms Gail Frank – Division of Student Services; Mr Adam Reed – Information Technology Services

> Innovation and excellence in service – team awards: Academic Performance and Statement of Academic Activity Projects Team – Human Resources Division, Planning Performance Measurement and Research Services Division; RSAA Software Engineering and Information Technology Group – ANU College of Physical and Mathematical Sciences

> Reconciliation – individual awards: Ms Jessica Ford – ANU College of Asia and the Pacific; Dr Raymond Lovett – ANU College of Medicine, Biology and Environment

> Andrew Hopkins Health and Safety Excellence Award – individual award: Ms Barbara McConchie – ANU College of Arts and Social Sciences

ANU Education Grants

The ANU Education Grants are designed to support the development of research-led education by ANU staff with leadership skills or potential in education. Incorporating the ANU Vice-Chancellor’s Teaching Enhancement Grants and the ANU Linkage for Learning and Teaching Grants, the Education Grants support strategic connections between ANU and organisations outside the higher education sector, and also support teachers in their commitment to continually improve their teaching while sustaining high-quality learning at ANU.

In 2016 there were nine recipients of the ANU Vice-Chancellor’s Teaching Enhancement Grants, who received a total of $73,215.

Respect, nurture and support

The vision and strategy of ANU is to achieve excellence through the creation of a high-performance culture, and we have sought to support our staff and students to achieve this via a number of new initiatives in 2016.

Following the launch of the new Performance and Development Process (PDP), as of December 2016 a total of 2,586 PDRs had been initiated representing 51 per cent engagement for academic staff, and 71 per cent engagement for professional staff. Certain areas of the University have achieved exceptionally high levels of PDR engagement, for example in the Research School of Earth Sciences, achieved as part of a clear and consistent senior leadership-led cultural change program within the school.

As engagement rates for earlier iterations were historically less than 20 per cent across the University, this represents a significant increase in engagement rates and represents an important development in ensuring that all staff across ANU benefit from regular and supported coaching conversations with their supervisor. This year the PDP process has also been supported by a program of leadership development workshops and master classes designed to further develop the skills needed to manage and lead teams through change, as well as drive high performance in an evolving environment.

Several training workshops on unconscious bias were held in 2016 to promote an inclusive and respectful workplace culture and build workforce capability to apply equity considerations in decision-making. These programs complement ongoing initiatives, such as the structured mentoring program for women seeking academic promotion and training for recruitment and selection panels.
The University also renewed its commitment to Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ) inclusion and ensuring ANU is a place where all people can safely work and study free from harassment or discrimination. Pride in Diversity, Australia's peak not-for-profit organisation supporting employers to become more LGBTIQ inclusive, delivered several workshops about building an LGBTIQ inclusive culture at ANU for staff and students. Participants at these sessions were invited to volunteer to join the ANU Ally Network.

A principal component of achieving excellence, is ensuring that the safety, health and wellbeing of staff is a key priority of the University. Another major initiative of the executive leadership team and the University Council during 2016 was for ANU to strive towards workers’ compensation self-insurance – with the submission of our application occurring in December 2016. As the safety leaders of this University, this commitment shows the value we place on our people, as well as the time and resources we are willing to commit to achieve a safe and engaging work environment.

Call out story: Ceridwen Fraser named ACT Scientist of the Year

ANU Fenner School of Environment and Society's Dr Ceridwen Fraser was named the 2016 ACT Scientist of the Year in August. She was awarded this honour in recognition of her work on the influence of environmental conditions, including past and future climate change, on global biodiversity.

Dr Fraser's research, which often focuses on Antarctic ecosystems, has informed our understanding of the biological impacts of past climate change.

"How plants and animals have responded to climate change in the past can tell us a lot about how they might respond in the future, with the very fast climate change that we're starting to see now," she said.

"I'm really motivated by the excitement of new discoveries. Sometimes they're not at all what you were expecting, so they can make you change the way you see the world and that keeps you wanting to go on and find the next big thing."

As part of her role as ACT Scientist of the Year, Dr Fraser will be promoting science careers to school students through school visits across the ACT, as well as through running a science-themed film-making competition for local high school students.

Dr Ceridwen Fraser, image: Stuart Hay

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Inspired students

ANU continued to attract high-achieving students in 2016 with the percentage of graduate (HDR and postgraduate coursework) students rising from 36 per cent in 2011 to 44 per cent in 2016. In 2016, 12 per cent of the University’s total student load were higher degree research students and 32 per cent were graduate coursework students.

Increase in student numbers

Student numbers continued to grow in 2016.

Table 7: Equivalent full-time student load (EFTSL) by Program Career for 2012 – 2016

<table>
<thead>
<tr>
<th>Total EFTSL by Program Career</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Degree Research</td>
<td>2,050.1</td>
<td>2,110.5</td>
<td>2,118.5</td>
<td>2,164.0</td>
<td>2,048.5</td>
</tr>
<tr>
<td>Postgraduate Coursework</td>
<td>3,380.9</td>
<td>3,993.4</td>
<td>4,887.3</td>
<td>5,081.1</td>
<td>5,346.8</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>8,777.6</td>
<td>8,500.1</td>
<td>8,396.6</td>
<td>8,740.8</td>
<td>9,414.9</td>
</tr>
<tr>
<td>Non-award</td>
<td>93.3</td>
<td>78.2</td>
<td>81.5</td>
<td>64.6</td>
<td>63.8</td>
</tr>
<tr>
<td>Enabling</td>
<td>66.1</td>
<td>74.7</td>
<td>103.0</td>
<td>4.6</td>
<td>5.0</td>
</tr>
<tr>
<td>Total</td>
<td>14,368.0</td>
<td>14,756.9</td>
<td>15,586.9</td>
<td>16,055.1</td>
<td>16,878.9</td>
</tr>
</tbody>
</table>

* Provisional data as at 19 December 2016

Table 8: % of HDR (Doctorate/Masters by Research) Load to the Total EFTSL 2012-2015

<table>
<thead>
<tr>
<th>% of HDR load to the total EFTSL</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Australian National University</td>
<td>14%</td>
<td>14%</td>
<td>14%</td>
<td>13%</td>
</tr>
<tr>
<td>All other Group of Eight universities</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

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

Table 9: Median ATAR Scores for 2012 to 2016

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Median entry ATAR score*</td>
<td>92.65</td>
<td>95.55</td>
<td>97.2</td>
<td>97.15</td>
<td>97.2</td>
</tr>
</tbody>
</table>

* We only count applicants with an ATAR less than 100

Source: UAC Data - Student ID 2012-2016
Research-led education

Research informs all stages of teaching at ANU and the University prides itself on providing multiple, strong pathways into research programs and opportunities. ANU continues to be a national leader in the provision of these opportunities, particularly with the research-intensive undergraduate Bachelor of Philosophy program which is offered across nearly all colleges.

University Medals and Prizes

Following a 2015 review, a new policy and procedure for awarding University Medals came into effect in 2016. The new arrangements were intended to ensure that medals focused on the holistic recognition of exceptional academic achievement in all areas of study provided by ANU, as demonstrated through the consideration of the academic track record of students who attain first class honours or equivalent.

A review of prizes was undertaken in 2016. The recommendations included the establishment of a governance framework to support the management of prizes, related philanthropic activities, and to place prizes within the awards structure of the University.

Diverse entry pathways

Recruiting the best students

The University’s domestic student recruitment officers visited more than 150 high schools in all states of Australia and New Zealand, attended major career expos and hosted campus tours for prospective students in 2016. The ANU Open Day was held in August with more than 9,000 visitors attending. Special visitors in attendance included 25 Interstate Career Advisers and students from the Chancellor’s and National Scholars programs. A new initiative launched in conjunction with the Marketing Office to enhance the undergraduate communications campaign involved developing personalised URLs for all ANU undergraduate preference holders. These were sent to more than 5,000 prospective students.

The University’s international student recruitment activities focused on seven key markets in 2016. In addition to traditional recruitment activities, a number of initiatives were implemented to increase international brand presence of the University and attract more high-quality applicants. These included, a webinar campaign to engage with offer holders, online chat groups to facilitate peer-to-peer information sharing and ANU unique in-country events with industry partners. To achieve diversification across different career levels, the University visited more than 45 high schools in international markets to increase engagement and encourage interest in our undergraduate programs.

Changes to undergraduate admissions

The University also announced its intention to revamp the way it admits undergraduate students by recognising community and co-curricular contributions as part of our entrance criteria.

In addition, the University is developing a new model for allocating scholarships that will align scholarship allocation with University strategies and focus on student need and barriers to access and participation. We anticipate that the new model will enable the University to treat admissions, scholarships and accommodation in an integrated way.
University admissions processes

In early 2016, there were media reports concerning the gap between published admission thresholds and the actual admission thresholds to some undergraduate programs in both Victoria and New South Wales. ANU responded by publicly expressing the view that clear and transparent admission processes are in the interests of students, schools and universities alike. For more than two years, ANU agreed to an ATAR floor of 80 for Bachelor degrees (with the exception of a small number of programs where a portfolio is a significant factor in admission) and to the principle that the published admission standards should be the actual admission standards.

ANU is leading and actively promoting transparent admission standards across the sector and has, with the rest of the Group of Eight, provided information for applicants and their families that makes admission expectations clear.

Campus experience

Student accommodation

Two new halls of residence will be constructed over the next two years, to be funded by the generous contribution from philanthropists Graham and Louise Tuckwell, at a cost of around $100 million. Revenue from the residences will fund the Tuckwell Scholarship program in perpetuity and will lead to an increase in the number of scholarships offered each year. The residences will each house 400 students in modern collegiate-style residences.

The University announced a 30-year concession agreement with the investment management firm HRL Morrison and Co over nine student residences. Under the agreement, the University will retain ownership of the residences and retain responsibility for their operations, admissions, pastoral care and safety and security.

Student Research Conference 2016

The 2016 Student Research Conference featured presentations from 53 students together with papers presented at the Fenner Hall Leadership Symposium and the Vice-Chancellor’s Course Mobilising Research. The conference was organised and delivered with support from three student committees: an executive committee planning the conference logistics, finances and communication; a program committee that reviewed, selected and provided feedback on abstracts; and a judging committee, that awarded prizes and provided feedback on the final presentations. The ANU Learning Communities also hosted five workshops addressing a variety of topics.

ANU graduate helps close the gap

Danielle Dries, a Kaurna woman from South Australia, graduated with a Doctor of Medicine Doctor of Surgery with distinction from the ANU Medical School and now wants to close the gap on health and life expectancy between Indigenous and non-Indigenous Australians.

Dr Dries, who graduated in December 2016, is well on her way, working on Indigenous health during her studies and landing a Board Director position with Indigenous Allied Health Australia.
"Moving around the country for my undergraduate studies and ANU Medical School placements has been an amazing experience. I got into medicine because I want to help people in rural and remote Australia and I have dreams to end up there one day," Dr Dries said.

Dr Dries was appointed as the Indigenous Health Officer for the National Rural Health Student Network (NRHSN) half way through her degree.

Through her role with the ANU Rural Medical Society, Dr Dries was able to transform the annual ANU Close The Gap Day event into a two-day conference, attracting more than 130 multidisciplinary health students from across the country each year. Dr Dries will complete her postgraduate internship year at The Canberra Hospital and Calvary Hospital.

Call out story: University Medal winner published in Nature

For most undergraduate students, getting published in a top tier journal is a distant dream. But not if you're Nathaniel Bloomfield.

While he was still an undergraduate, Nathaniel was an author to a chemistry research paper that was published in the online journal *Nature* in March 2016.

Nathaniel and a team of researchers used an electric field as a catalyst for a common reaction, the Diels-Alder reaction.

They found that electric fields can be used to promote a much larger family of reactions than previously thought. This could be used to catalyse chemical reactions in a completely new way. They hope that that this new method will allow scientists to control chemical reactions.

“It's exciting to have been part of such a ground breaking work,” Nathaniel said.

Nathaniel was presented with a University Medal at the 2016 Graduations.
Engaged alumni and a culture of philanthropy

A gift to ANU is an investment in Australia’s future. ANU Alumni Relations and Philanthropy (AR&P) works to develop life-long relationships with alumni and foster a culture of philanthropic giving. In this regard, progress was made in 2016 across multiple measures of success from the ANU 2020 strategic plan: increasing the number of alumni donating to ANU; growing its Endowed Funds; increasing gifts from Trust, Foundation and Corporate donors; and securing transformative contributions.

Alumni and philanthropy at a glance

- Total amount raised $7,496,174.57
- Total number of donors 2,220
- Total number of volunteers worldwide 76
- Total number of gifts 3,847 (Gifts Received; excludes pledges); 3,903 (Gifts Raised; includes pledges)
- Total number of realised bequests 9

Alumni profile:

Helen Zhang

Helen Xiao He Zhang graduated from ANU in 2010 with a combined Bachelors of Laws (Honours) and Asian Studies (Specialist). Her breadth of involvement in campus activities included the ANU Students’ Association, ANU Theatre and the ANU Law Students’ Society. Helen continued her connection to ANU as a member of the ANU Young Alumni Council after graduation.

Helen is currently on posting to Tel Aviv as a Policy Officer for the Australian Department of Foreign Affairs and Trade (DFAT). Prior to joining DFAT, she worked in Beijing as a Foreign Legal Associate with King & Wood Mallesons.

Helen was one of the inaugural recipients of the ACC-AustCham Young Leaders Scholarship, which led her to work as the AustCham Greater China Coordinator. Helen has pursued her interest in Australia-China relations through student organisations, her academic studies and her work in China with media and international organisations.
The impact of philanthropy

In 2016, Graham and Louise Tuckwell made Australia’s largest personal philanthropic contribution to a university through a major expansion of the Tuckwell Scholarship Program. This is an inspirational act of world-leading modern philanthropy. Worth about $200 million over 30 years, the funding will come from two iconic new halls of residence at ANU to be built over the next two years and includes construction of a $10 million Scholars House building.

Every gift made to ANU makes a difference and, in 2016, many generous gifts – large and small – were received.

In 2016, ANU lost a dear friend and esteemed colleague, Emeritus Professor John Love. Professor Love’s deep connections with ANU will continue through the Love Endowment, which will support an additional Love scholar, create a prestigious Vice-Chancellor’s Award and provide an accommodation bursary for regional physics students, along with a generous gift in support of world-class cancer research at ANU.

The John Mitchell Research Fellowship was also established in 2016, with a donation of almost $500,000 to support early-career research in the area of income distribution and inequality.

In 2016, ANU invested in alumni and development activities through the addition of dedicated staff in the ANU College of Asia and the Pacific, the ANU College of Arts and Social Sciences and the ANU College of Engineering and Computer Science as well as growing the central AR&P team. This allows for a more tailored approach to identifying and pursuing philanthropic opportunities for the benefit of the University. Improving personalised engagement was a key focus for AR&P in 2016. The ANU Prospect Management system, which underpins foundation work in the philanthropy area, was overhauled to support a more targeted and strategic fundraising program.

Creating a culture of giving

AR&P has provided expertise and guidance towards a compelling, concise and distinctive *Case for Support* for ANU, ensuring that the University's philanthropic objectives and priorities align with the new strategic plan. The *Case for Support* is the cornerstone of the University’s philanthropic activity. It concisely captures our identity, purpose, activities and goals and gives an argument as to why people should join with us to achieve these goals.

The 2016 the ANU Annual Giving program continued to demonstrate the benefits of a structured approach to philanthropy in advancing excellence in research, education and community engagement.
The ANU community supports an extensive range of world-changing research undertaken at ANU:

- The annual phone appeal, run in-house for the first time in 2016, raised a record-breaking $120,128 in cash and pledges from 813 donors (participation rate of 21.37 per cent).
- The second ANU Giving Day was held to raise funds to help eradicate the disease konzo and raised $85,128.40 from 771 alumni, staff, students and friends.
- Two affinity appeals raised $12,723.50 for the CBE Changing Futures Scholarship Fund and $4,167 for the MSI Mathematics Endowment.
- The first student crowdfunding project held at ANU raised more than $7,030 for Engage, a group of ANU students and alumni who partner with educational outreach providers to enable them to run their activities in regional schools.

The 2016 Celebration of Giving at ANU showcased the impact that philanthropy has on the world-class research, teaching and study undertaken at ANU. The evening also highlighted ANU Emeritus Fellow Dr Howard Bradbury’s work in helping to eradicate konzo and its continued funding, thanks in part to donations made by the ANU community.

Global engagement

Alumni engagement continues to be a priority for the University. During the December graduation ceremony, the alumni community grew to more than 100,000 ANU graduates – a significant milestone underpinning the importance of alumni engagement in the future. Approximately 50 per cent of the alumni community were demonstrated to have been actively engaged with ANU.

Student and alumni contributions and achievements were recognised and celebrated at the 2016 Alumni Awards Gala Dinner, now in its fourth year. Along with the Alumnus of the Year, nine others were recognised in eight award categories. Lieutenant-General David Morrison AO and 2016 Australian of the Year, was named the 2016 Alumnus of the Year.

With the increased representation of ANU alumni worldwide, enhancing and developing international alumni networks is critical to improving their visibility and effectiveness. AR&P undertook several targeted face-to-face events in London, New York, Los Angeles, San Francisco, Beijing, Kuala Lumpur, Singapore and Hong Kong.

Indigenous Alumni network

The ANU Indigenous Alumni network was officially launched at a dinner in November 2016. The Network will enable Indigenous students and alumni to remain connected and engaged with each other and ANU. The Network will offer advice and support to current students and the Tjabal Centre and provide advice to the University on how it can best support students and staff and work with community partners.

Annual Giving statistics

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of donors</td>
<td>1,397</td>
</tr>
<tr>
<td>Total amount donated</td>
<td>$185,305.70</td>
</tr>
<tr>
<td>Percentage of alumni who donated</td>
<td>75%</td>
</tr>
</tbody>
</table>

2016 ANU Annual Report
Philanthropy record for ANU scholarship program

Philanthropists Graham and Louise Tuckwell have announced Australia's largest personal philanthropic contribution to a university, worth about $200 million over 30 years, to fund a major expansion of the prized Tuckwell Scholarship Program at ANU.

The funding will come from two iconic new halls of residence at ANU to be built over the next two years, funded by Graham and Louise at a cost of around $100 million.

The expansion also includes construction of a $10 million Scholars House building, which will be the pastoral, academic and social heart of the Tuckwell Scholarship program.

The collegiate-style residences will each house 400 ANU students in the heart of the campus. The new halls will provide students with one of the world's best experiences of living on-campus. Revenue from the residences will fund the Tuckwell Scholarship Program in perpetuity and will lead to an increase in the number of scholarships offered each year.

Tuckwell Scholarships are awarded to 25 students each year. The Scholarships are worth $21,700 a year for five years of undergraduate study. Scholars also receive mentoring and other support services through Scholars House.
Call out story 2: Emeritus Professor John Love

Emeritus Professor John Love was educated in applied mathematics at the universities of Cambridge and Oxford, then spent four years as a Postdoctoral Researcher at universities in the USA and Canada. He arrived at the Institute of Advanced Studies at ANU in 1973 to research fibre optics, and left as an Emeritus Professor in Guided Wave Photonics in the Physics Education Centre at the Research School of Physics and Engineering.

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

Professor Love spent his life helping people from all walks of life and his generous philanthropy will continue, through his bequest to ANU, to impact students, researchers and particularly the recipients of the Love Scholarship. His bequest will continue his legacy and ensure that his generosity will continue beyond his life journey. The bequest will support future Love scholars, create a prestigious Vice-Chancellor’s Award and an accommodation bursary for regional physics students, along with a generous gift in support of world-class cancer research at ANU.

Professor Love’s remarkable contributions to research, teaching, industry and philanthropy will have a lasting impact on regional, national and global communities and continue to grow. All donations made to the Love Endowment will support the projects established by Professor Love. He passed away in 2016.

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

Correction to 2015 Annual Report page 50: In “Creating a Culture of Giving” it stated that the Bruce Hall contribution to the Day of Giving campaign was $120. It should have read $10,120.
National outreach

Relationships with business

In 2016 ANU has made further inroads towards its 2020 goal of developing strong and enduring relationships with business organisations.

New companies, based on ANU IP, continued to thrive in 2016 including:

- **NuCoria.** NuCoria continues to develop its ANU-derived technology for ophthalmology and neurology applications. The company recently signed an MoU for development of the visual field test with Ellex, an Adelaide-based company.

- **Beta Therapeutics.** In 2016, Beta Therapeutics continued to progress toward clinical development in part through continued collaborative partnership with a top 10 international pharmaceutical company and a third round of private investment. Additional clinical applications have been identified for the company’s novel drug compounds, including treatment of diabetes complications and cancer. New commercial partnerships have progressed significantly based on these new opportunities and will form the basis of additional investment to be sought in 2017.

- **Liquid Instruments.** Liquid Instruments is a startup company incubated in the Research School of Physics and Engineering. In 2016, the company has grown to employ a team of 15 scientists and engineers and now exports its locally manufactured high-end electronic device to customers in education, research and development and industrial organisations in Europe, Asia and the United States.

The ANU International Business Plan Competition within the ANU College of Business and Economics was one of the highly successful business engagement initiatives for 2016. This competition allows students to undertake work-integrated learning through consulting projects with Australian exporters. This year teams of students worked with seven organisations to prepare a comprehensive report on international market expansion, culminating in competitive pitches. The winning team was awarded $1,000 for the plan they prepared for ANU startup Liquid Instruments in the competition for the best International Business Plan.

Industry

The Discovery Translation Fund 2.0, launched in 2015, continued to support research projects from ANU and the University of Canberra with proof of concept funds in 2016. To date, 25 projects have been funded by the scheme, with 18 of these from ANU. A total of $1.3 million has been awarded.

With $5 million funding from the ACT Government-managed Renewable Energy Innovation Fund, in 2016 the University’s Energy Change Institute established Australia’s first research program in the integration of battery material technology with electricity network storage. A key area of growth, due to the predicted rapid expansion of energy storage, high levels of renewable energy penetration, and new network configurations evolving over the next decade, the program will build a critical mass of research with a commercial focus at ANU, partnering Canberra’s emerging but significant renewable energy sector.

Sirtex Medical and ANU have worked together to improve methods of Selective Internal Radiation Therapy since 2008, resulting in several important innovations. On 28 November 2016, Sirtex also announced its entry into drug development with a new portfolio of histone inhibitory molecules, which have the potential to counteract a key shock mechanism relevant in acute illnesses including sepsis. Sirtex’s lead compound, developed by ANU with Griffith University, is due to enter Phase I clinical trials in 2017.
In 2016 ANU established a relationship with renowned diamond company DeBeers UK. The first project, out of the Research School of Physics and Engineering, is looking at ways to improve the speed and accuracy of stone imaging. Additional projects are under consideration with other areas of the University.

**Call out story: ANU-Hindmarsh launch innovation investment fund**

![Image: ACT Chief Minister Andrew Barr MLA, Professor Brian Schmidt AC with Mr John Hindmarsh, Executive Chair, Hindmarsh](image)

In May, ANU and Hindmarsh launched Significant Capital Ventures, a new venture capital investment vehicle to drive innovation in Canberra and build investment links between business and research.

ACT Chief Minister Andrew Barr MLA officially launched Significant Capital Ventures, which is a conditionally registered early stage venture capital limited partnership.

The ACT Government kick started the enterprise with $50,000 to support establishment costs. The Canberra Innovation Development Fund also contributed $50,000 to support capital raising.

The new fund is expected to have a size of between $10 million and $30 million and will invest in early stage innovative startups in order to help them become sustainable businesses and industries of the future. In addition to ANU and Hindmarsh, Significant Capital Ventures is supported by the University of Canberra in raising capital for the fund.

ANU and Hindmarsh have a proven track record in investing and supporting startups. ANU helped start up ANU Connect Ventures in 2005 and Hindmarsh helped establish its associated entity Australian Capital Ventures Limited (ACVL) in 2000 to manage three funds, including the Canberra Business Development Fund with the ACT Government.

Through those entities, the partners have so far helped more than 30 startup businesses, including companies now listed on the ASX and the London Stock Exchange AIM, such as Seeing Machines Limited. Among the success stories is the former ANU startup Lithicon, which provides core analysis services to the oil and gas industry, which was sold in 2014 to US company FEI for $76 million.

**Community engagement**

**Public engagement and media**

ANU has an important role to play in the local ACT community and hosts many public events and outreach activities throughout the year. In 2016, there has also been an increased emphasis on bringing the University community together through events and activities aimed at fostering community spirit.
ANU events

Seventy-eight public events drew about 28,346 people to campus. They included the opening of the Mount Stromlo visitors centre; public lectures by US actor and communications expert Alan Alda and The Hon Jody Wilson-Raybould PC, QC, MP, Minister of Justice and Attorney General of Canada; the Meet-the-Author event series, and the University’s participation in the Canberra Writers Festival.

Events for the ANU community included the Commencement Address and end-of-year garden party for staff, which will now become annual events, and activities to celebrate the 70th anniversary of the University. Close to 1,500 staff and students attended the Commencement Address where they heard from the Minister for Education and Training, Senator the Hon Simon Birmingham, 2016 Australian of the Year, ANU alumnus Lieutenant-General David Morrison AO, Professor Mick Dodson AM, Mr Robbie Williams and Mr Ben Gill, President of the ANU Students’ Association, among others. The end of year garden party is a way to bring together ANU staff to thank them for their contribution to the University. More than 900 people registered to attend the event, which was held in the courtyard of University House.

In late August, the ANU Open Day drew a further 8,500 prospective students and parents to the University. Open Day is a cornerstone event for ANU, showcasing the campus and educational offerings to prospective students. More than 1,200 staff and student volunteers participated on 27 August. The most popular sessions were on International Relations and Flexible Double Degrees.

VIP events and government engagement

The University continues to be a drawcard for government visitors and diplomats. About 236 events brought 389 diplomatic heads to ANU during the year.

Strong engagement between the University and the Government was maintained throughout 2016, with at least 38 politicians either meeting ANU staff or attending events. These included Minister for Education and Training, Senator the Hon Simon Birmingham, who attended the Commencement Address; Minister for Defence, Senator the Hon Marise Payne launching *The Secret Cold War: The Official History of ASIO, 1975-1989*; the Minister for Foreign Affairs the Hon Julie Bishop, launching *The Arab World and Iran: A turbulent region in transition*; and Shadow Treasurer Chris Bowen MP, Cabinet Secretary, Senator Arthur Sinodinos AO, Minister for Finance, Senator Mathias Cormann, Shadow Assistant Treasurer, Dr Andrew Leigh MP and Minister for Vocational Education and Skills, Senator Scott Ryan.
Online engagement and media

ANU academics played a key role in helping to shape public policy and public debate in 2016. With the help of the media team, ANU experts were at the centre of national and international media coverage of some of the major events of 2016, including the ongoing crisis in Syria, Donald Trump’s victory in the US elections and Britain’s surprise vote to withdraw from the European Union. ANU also hosted a major public speech by Iran’s Foreign Minister, who spelled out his country’s views on the challenges for the Middle East. A major ANU report, by Distinguished Professor Peter Drysdale and written with support from the governments of Australia and China, also chartered a new course for Australia-China ties over the coming decade.

Closer to home, ANU academics were prominent in their analysis and expertise on Australia’s elections and issues of national importance. The ANU Centre for Aboriginal Economic Policy Research highlighted the need for urgent changes to remote community employment programs, while public health experts found a million Australians were missing out on the best treatment for cardiovascular disease.

Key ANU science stories also attracted national and global coverage, including Australia’s role in the discovery of gravitational waves, and climate research that found humans have been causing climate change for 180 years.

Overall, the Media Team published around 500 stories on the web and issued more than 300 media releases, reaching an audience of 600 million.

ANU also has maintained its significant online presence with 608 video/audio packages produced and available across owned and external media, internal communication, edX platform and government/executive education coursework.

The ANU website attracted 4,932,779 internal unique page views and 9,740,855 external unique page views. The ANU TV channel had more than a million views for videos, including *Nano crystals turn darkness into light* and *ANU scientists set solar thermal record*. The main ANU Facebook page with 197,389 followers reached 33.4 million people with 65.5 million impressions in 2016. Video content on Facebook was viewed 979,736 times. The main ANU Twitter account was also very active with 1,701 tweets reaching 19,250,000 people.

**Call out story: Alan Alda visits ANU**

Actor Alan Alda, best known for his starring role in the television series M*A*S*H, visited ANU in March 2016.

While here he took part in the opening of new facilities for the ANU Centre for the Public Awareness of Science (CPAS), a public lecture and a dinner.

Mr Alda, US Ambassador to Australia, His Excellency John Berry, ANU Vice-Chancellor Professor Brian Schmidt, and CPAS Director Professor Joan Leach opened the new CPAS facilities.

The opening followed a new partnership agreement between CPAS and the Alan Alda Center for Communicating Science, based in Stony Brook University’s School of Journalism in the United States.
Mr Alda is a visiting professor in Stony Brook University's School of Journalism and was a founding member of the Alda Center in 2009. His vision is to teach scientists the skills he had mastered as an actor to help them communicate better with policymakers and the public.

ANU joins 15 other universities across the United States to work with the Alda Center to change the way scientists and doctors are educated and build an international hub of science communication knowledge and best practices. The partnership with ANU will foster exchanges of staff, students and research between the two institutions.

Alan Alda is best known for his role as Captain Benjamin Franklin ‘Hawkeye’ Pierce in the long-running TV show M*A*S*H, set in a mobile military hospital during the Korean War. He was also the host of the US television documentary series Scientific American Frontiers for 12 years.

Alan Alda spoke at the public lecture to a sell-out crowd of 1,200 at Llewellyn Hall.
International outreach

ANU had a renewed focus on international engagement in 2016, creating a new International Strategy and Partnerships team to provide strategic direction for international engagement at the University. In support of the University’s objectives, the Executive visited key partners in Asia, Europe, and North America. We also fostered and sustained international collaborations by hosting over 50 visits from international and strategic partners during the course of 2016.

ANU signed key new institutional agreements in 2016, including dual degree arrangements with prestigious international universities. International engagement activities were further reinforced through the establishment of links with international governments to facilitate support for international students at ANU, including sponsored student agreements with scholarship agencies in Mexico and Peru.

Opportunities for student mobility continued, including exceptional results from the Federal Government-sponsored New Colombo Plan.

International student enrolments showed significant growth, with an overall increase of 17.8 per cent.

**TABLE 10: International Enrolments 2015 – 2016**

<table>
<thead>
<tr>
<th>Home Location</th>
<th>Graduate</th>
<th></th>
<th>Undergraduate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>North-East Asia</td>
<td>2,425</td>
<td>3,087</td>
<td>1,457</td>
<td>1,882</td>
</tr>
<tr>
<td>South-East Asia</td>
<td>652</td>
<td>646</td>
<td>467</td>
<td>512</td>
</tr>
<tr>
<td>Southern and Central Asia</td>
<td>419</td>
<td>497</td>
<td>114</td>
<td>132</td>
</tr>
<tr>
<td>Oceania and Antarctica</td>
<td>67</td>
<td>62</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>North-West Europe</td>
<td>101</td>
<td>95</td>
<td>28</td>
<td>23</td>
</tr>
<tr>
<td>Americas</td>
<td>222</td>
<td>174</td>
<td>101</td>
<td>67</td>
</tr>
<tr>
<td>North Africa and The Middle East</td>
<td>87</td>
<td>99</td>
<td>14</td>
<td>19</td>
</tr>
<tr>
<td>Southern and Eastern Europe</td>
<td>51</td>
<td>44</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>55</td>
<td>36</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>International Total</strong></td>
<td>4,079</td>
<td>4,741</td>
<td>2,219</td>
<td>2,675</td>
</tr>
</tbody>
</table>

* Provisional data as at 19 December 2016

New Zealand citizens are classified as domestic students
Postgraduate includes HDR and postgraduate coursework students
Undergraduate includes undergraduate, enabling and non-award students
Figure 2: TOP 10 COUNTRIES WHERE ANU HAS RESEARCH COLLABORATION 2011 – 2016

<table>
<thead>
<tr>
<th>Countries</th>
<th>% of Total collaborations</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States of America</td>
<td>17.20</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>11.13</td>
</tr>
<tr>
<td>Germany</td>
<td>7.49</td>
</tr>
<tr>
<td>China</td>
<td>5.98</td>
</tr>
<tr>
<td>France</td>
<td>4.88</td>
</tr>
<tr>
<td>Canada</td>
<td>3.97</td>
</tr>
<tr>
<td>Netherlands</td>
<td>3.30</td>
</tr>
<tr>
<td>Japan</td>
<td>2.97</td>
</tr>
<tr>
<td>Italy</td>
<td>2.75</td>
</tr>
<tr>
<td>Spain</td>
<td>2.72</td>
</tr>
</tbody>
</table>

source: Thomson Reuters as of 14 Dec 2016

Universities and research organisations

ANU is an active member of both the International Alliance of Research Universities (IARU) and the Association of Pacific Rim Universities (APRU).

In 2016, the Vice-Chancellor led two separate delegations of senior ANU academics to meet with strategic university partners in the Asia Pacific and North America.

In the Asia Pacific, senior level meetings were held with the University of Malaya, Peking University, Renmin University, University of Hong Kong, Nanyang Technological University, National University of Singapore and Singapore Management University. Discussions focused on opportunities to broaden and deepen the University’s collaborations with its partners in complementary fields of research and education.

A highlight of the delegation to North America was a visit to the Bloomington Campus of Indiana University. Discussions during the visit were wide-ranging and served to identify areas of mutual strength for future collaboration ranging from cyber-security to public health. The visit culminated in the signing of a dual Masters program, which will serve to further enhance the already strong ties with Indiana University. Other notable ANU international linkages forged in 2016 include collaborative agreements in the United States with Georgetown University; France with L’École des hautes études en sciences sociales (EHESS), a member of Paris Sciences et Lettres Research University (PSL); and Germany with Friedrich Schiller University.

International study experience

ANU students undertaking overseas exchange opportunities increased in 2016, with 349 students undertaking a semester abroad, a 32.69 per cent increase on 2015. The number of students coming from exchange partners to ANU also grew in 2016, with 356 students coming to ANU for a semester, a 15.96 per cent increase on 2015.

Funding from the Department of Foreign Affairs and Trade’s New Colombo Plan (NCP) scheme further contributed to the University’s student mobility activities with more than 200 students taking part in NCP programs throughout the Asia-Pacific region. ANU was again successful in winning NCP mobility grant funding, with more than $522,000 secured in new funding for 17 programs that will see 121 students offered the opportunity to travel to countries including China, Korea, Japan, India, Laos, Myanmar, Cambodia and Mongolia.

ANU was also very well represented in the New Colombo Plan Scholarships program with seven ANU students being awarded scholarships. Of these seven, four were further recognised as NCP Fellows, for Pakistan, Myanmar, Taiwan and Papua New Guinea. ANU accounts for nearly one-quarter of all NCP Fellows for 2017.

2016 ANU Annual Report
ANU student interest in study opportunities with ANU International Alliance of Research University (IARU) partners was high with more than 170 applications across all 11 IARU members for the Global Summer Program.

Asia and the Pacific

In 2016, ANU continued to play an important role within Australia and the region as an intellectual hub for the study of Asia and the Pacific.

The ANU College of Asia and the Pacific hosted the 21st biennial Asian Studies Association of Australia Conference in July 2016, the largest southern hemisphere gathering of experts working on Asia, at which several hundred scholars and practitioners from a range of disciplines vibrantly examined the political, economic and social challenges reshaping our region.

A highlight of the Vice-Chancellor’s visit to China in October was participating in the launch of the *Australia China Joint Economic Report* at the China Center for International Economic Exchanges.

Regional and country updates were held on China, India, Indonesia, Japan, Malaysia, Mongolia, the Pacific, and the Philippines, hosted by the ANU College of Asia and the Pacific. These one to two day conferences are important outreach events that draw international speakers attended by ANU staff and students, visiting academics, government representatives and the general public. The 2016 Philippines Update coincided with the 70th anniversary of Australia-Philippines diplomatic relations – an appropriate time to focus on this Southeast Asian country and explore the changes and continuities in our bilateral relationship. For the first time, the Mongolia Update was held in the Mongolian capital of Ulaanbaatar. This provided an excellent opportunity to learn more about recent trends in Mongolian politics and society. The conference was opened by the Australian Ambassador to Mongolia and was attended by more than 100 participants from 12 countries.

Mongolia’s Ambassador to Australia, His Excellency Mr Chuluunhuu Batlai, gifted ANU a traditional Mongolian Ger in recognition of the University’s commitment to Mongolian studies. The Ger or yurt, is a vibrant and colourful traditional tent structure held together by ropes and cow hides used for shelter by the nomadic tribes of Central Asia. The gift from the President of Mongolia, His Excellency Tsakhiagiin Elbegdorj, was made to support the ANU College of Asia and the Pacific Mongolia Institute to promote the study of Mongolia.

The ANU Malaysia Institute was launched in 2016, recognising the University’s strong history of scholarship on Malaysia. It will be the largest of its kind outside Malaysia. It will bring together academic staff and graduate students researching Malaysia-related topics and is aimed at building a greater understanding of Malaysia.
Call out story: ANU and Indiana University to offer joint Masters program

ANU and Indiana University (IU) in the United States will offer a new dual-degree Masters program in Arts Administration and Museum and Heritage Studies from 2017 under a new deal to promote stronger links between the universities.

ANU Vice-Chancellor Professor Brian Schmidt AC and IU President Michael A McRobbie AO signed off on the new dual program in Bloomington during a high-level delegation from ANU to Indiana.

The new joint Masters program has been designed to provide students at the ANU College of Arts and Social Sciences (CASS), and students at the IU School of Public and Environmental Administration (SPEA), with opportunity to study within two distinct but related areas of cultural administration.

"Australian students will have the opportunity to augment their qualifications in museums and collections with a degree in arts administration, while students from Indiana will be able to add museum and heritage studies to their arts administration qualifications," Professor Schmidt said.

The dual Masters program will give students the opportunity to do internships in both the United States and Australia, with qualifications recognised by both universities. Students will spend a year at each university.

Call out story: ANU launches Malaysia Institute

ANU has launched a new academic research institute aimed at building a greater understanding of Malaysia.

The ANU Malaysia Institute will draw together around 40 academic staff and graduate students currently researching Malaysia-related topics to become the largest academic institution dedicated to the Southeast Asian nation outside Malaysia.

Dr Ross Tapsell, who will be appointed as Director of the Malaysia Institute, said Malaysia is a key regional partner for Australia.

"Malaysia is Australia's second-largest trading partner in the Association of Southeast Asian Nations (ASEAN) and eighth-largest partner overall," Dr Tapsell said.

"Diplomatic and security ties remain close, including recent agreements on transnational crime and terrorism."
Embedded access and equity

The University continues to strive for excellence and cultivate an inclusive environment through programs and initiatives that support staff and students to perform at their highest level.

The Vice-Chancellor emphasised a continued commitment to gender equity and the University’s 2020 strategic goals by announcing that over the next five years ANU will hire a 50:50 gender balance in leadership roles across the University, including Head of Schools, Directors, Deans, the University Executive, and administrative executive.

In September, ANU officially launched its Science in Australia Gender Equity (SAGE) pilot program. SAGE is the Australian pilot of the successful UK gender equity program called the Athena SWAN Charter. The SAGE pilot program will contribute towards the University’s 2020 strategic goals to accomplish a percentage of women in senior academic and professional roles equal to or exceeding the Go8 average by advancing gender equality and diversity in Science, Technology, Engineering, Mathematics, and Medicine as well as in Humanities and Social Sciences and professional staff. The project will examine intersectionality of gender with other diversity groups, including race, culture, disability and sexual orientation. A self-assessment team (SAT), chaired by the Pro Vice-Chancellor University Experience and comprising members from diverse backgrounds and from all areas of the University, will drive the SAGE pilot and champion gender equity across the University and help bring about a permanent cultural change.

Table 11: Domestic Student Enrolments Based on SES 2014 – 2016

<table>
<thead>
<tr>
<th>Equity_Australia_SES</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>High</td>
<td>12,479</td>
<td>12,584</td>
<td>12,514</td>
</tr>
<tr>
<td>Low</td>
<td>563</td>
<td>556</td>
<td>549</td>
</tr>
<tr>
<td>Medium</td>
<td>2,692</td>
<td>2,666</td>
<td>2,601</td>
</tr>
<tr>
<td>Unknown</td>
<td>769</td>
<td>550</td>
<td>623</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,503</strong></td>
<td><strong>16,356</strong></td>
<td><strong>16,287</strong></td>
</tr>
</tbody>
</table>

Source – ANU data in enrolment file
*Provisional data as at 19 December 2016

Table 12: Domestic Indigenous Student Enrolments 2012 - 2016

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>Indigenous</td>
<td>62</td>
<td>77</td>
<td>93</td>
<td>85</td>
<td>86</td>
</tr>
<tr>
<td></td>
<td>Non-Indigenous</td>
<td>6,554</td>
<td>7,213</td>
<td>8,231</td>
<td>7,642</td>
<td>7,024</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>Indigenous</td>
<td>88</td>
<td>84</td>
<td>78</td>
<td>77</td>
<td>69</td>
</tr>
<tr>
<td></td>
<td>Non-Indigenous</td>
<td>8,149</td>
<td>8,149</td>
<td>8,101</td>
<td>8,552</td>
<td>9,108</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>14,853</strong></td>
<td><strong>15,523</strong></td>
<td><strong>16,503</strong></td>
<td><strong>16,356</strong></td>
<td><strong>16,287</strong></td>
</tr>
</tbody>
</table>

Source – ANU data in enrolment file
*Provisional data as at 19 December 2016
Postgrad includes HDR and PG coursework
Undergrad includes undergraduate and non-award
Table 13: Gender Distribution of Student Enrolments 2012 - 2016

<table>
<thead>
<tr>
<th>Program Career</th>
<th>Gender</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postgraduate</td>
<td>F</td>
<td>5,125</td>
<td>5,653</td>
<td>6,577</td>
<td>6,167</td>
<td>6,290</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>4,697</td>
<td>5,186</td>
<td>5,772</td>
<td>5,633</td>
<td>5,556</td>
</tr>
<tr>
<td></td>
<td>U</td>
<td></td>
<td>1</td>
<td>4</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Undergraduate</td>
<td>F</td>
<td>5,349</td>
<td>5,293</td>
<td>5,258</td>
<td>5,607</td>
<td>6,105</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>5,077</td>
<td>4,980</td>
<td>4,982</td>
<td>5,237</td>
<td>5,742</td>
</tr>
<tr>
<td></td>
<td>U</td>
<td></td>
<td>4</td>
<td>4</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>20,248</td>
<td>21,113</td>
<td>22,597</td>
<td>22,654</td>
<td>23,703</td>
</tr>
</tbody>
</table>

Source – ANU data in enrolment file
*Provisional data as at 19 December 2016

Table 14: Staff Gender Distribution 2012 - 2016

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic</td>
<td>F</td>
<td>624</td>
<td>633</td>
<td>643</td>
<td>642</td>
<td>621</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>1,125</td>
<td>1,144</td>
<td>1,070</td>
<td>1,070</td>
<td>1,080</td>
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<tr>
<td>Non-Academic</td>
<td>F</td>
<td>1,422</td>
<td>1,414</td>
<td>1,319</td>
<td>1,415</td>
<td>1,429</td>
</tr>
<tr>
<td></td>
<td>M</td>
<td>1,083</td>
<td>1,081</td>
<td>992</td>
<td>999</td>
<td>989</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>4,254</td>
<td>4,272</td>
<td>4,024</td>
<td>4,126</td>
<td>4,119</td>
</tr>
</tbody>
</table>

ANU HR management system data as at March Census 2016 based on headcount.

Call out story: ANU student makes a difference to lives of students

The Vice-Chancellor's Award for Reconciliation for Students 2016 was awarded to ANUSA President Benjamin Gill for his outstanding contribution to advancing reconciliation at ANU.

ANU Chancellor Professor the Hon Gareth Evans AC QC presented the award at the Annual ANU Reconciliation Lecture.

Professor Evans said Ben had played an extraordinarily constructive role around reconciliation on campus over the past two years.

"Ben has mentored and supported the ANUSA Indigenous officers in an exemplary way," said Professor Evans.

"He has also been a strong advocate for Indigenous events on campus and a major force in getting ANUSA and PARSA to work effectively together in this space."

Tjabal Indigenous Higher Education Centre Director Anne Martin said he was a very worthy recipient.

"Ben works diligently in his role as President of ANUSA and has forged great relationships with both students and staff across ANU in a very respectful manner," she said.
Gender Institute Prizes for Excellence in Gender Research

PhD student Meredith Edelman is one of three people who were recognised for their contribution to gender research in the annual ANU Gender Institute Prizes for Excellence in Gender Research Awards in July.

Ms Edelman from the RegNet School of Regulation and Global Governance was awarded best journal article for An Unexpected Path: Bankruptcy, Justice, and Intersecting Identities in the Catholic Sexual Abuse Scandals.

Ms Edelman said it was an honour to be recognised for her work.

"The Gender Institute is a really wonderful way to support feminist work across the University, and I am really honoured that my paper was considered and selected from what I am sure was an impressive group," she said.

The article discusses some shortcomings of civil litigation as a process for seeking justice and argues that US bankruptcy law demonstrates a model of some possibly better processes for victims of institutional sexual abuse.

Edelman argues that, in some respects, bankruptcy cases initiated by Catholic dioceses in the United States have provided victims of institutional sexual abuse with a better process for justice-seeking. In making this argument, the article pays attention to how victim identity impacts the ability to seek justice and how different kinds of processes can allow for more victims to secure a legal remedy.
Effective organisation

The overall student load at ANU increased by 8.2 per cent between 2014 and 2016, but despite this growth, overall support staff numbers have been held at 2014 levels. Within the overall staffing profile, support staff levels in Colleges have reduced from 1,258 in mid-2014 to 1,193 at the end of 2016, associated largely with increased centralisation of functions such as finance, human resources and information technology. Many of the new measures, outlined below, to improve organisational effectiveness are only just starting to impact and so further improvements are expected.

Policies and procedures

On 5 December 2016, the University lodged a 3,000-plus page application with Comcare to become a self-insurer for workers’ compensation. This application is part of a proposed transformation of the University’s approach to workplace health and safety. In related changes, a comprehensive new governance structure for WHS was approved by the University Council and a complete review of every WHS policy and procedure (over 80 major policy and procedural documents) was undertaken.

The administration of delegations of authority is an area of frequent internal criticism inside the University. During 2016, the University Council also approved significant changes to financial delegations, the first tranche in a wider review of delegations. This work was conducted in tandem with the redevelopment of the IT system which controls delegations. Coming after extensive discussion within the University, a range of inefficiencies in the administration of delegations has been addressed and the new processes are due to go live in early 2017.

During 2016, ITS finalised its latest review of the ITS Policy Suite, receiving more than 20 responses from the University community, resulting in more than 80 changes to the policies, procedures and related documents.

Information systems

The One ANU IT project is about consolidating commodity-based IT services across the campus, based on clearly defined service levels and standardised processes. It is a two-year project that combines organisational and structural change with a range of technological initiatives, including new technologies for managing desktop computing, new University-wide storage infrastructure and a major upgrade of the University network. At the end of 2016, most College-level IT functions had been consolidated and work on School-level consolidation was well advanced.

The other major initiative of 2016 was the commencement of the data integration project. After a competitive process, IBM’s data integration technology was selected and installed in late 2016. An implementation partner was also selected and the first pilot project – integration of some student-related systems – had commenced and will be followed in 2017 by an extensive program of work.

The following projects were developed during 2016 to advance the University’s management of its information systems:

- Enterprise Systems planning – the Enterprise Systems (ES) Management Framework was updated to ensure the principles, foundations and practices to support ANU ES were fully articulated, and then used to develop a lifecycle management plan for all Tier 1 and 2 ANU Enterprise Systems.
- Data Integration – implementation of a centralised integration platform which will enable information sharing between ANU Enterprise Systems has commenced. This will:
  o reduce administrative costs by using integrations to eliminate duplicate data entry and manual processing.
reduce administrative costs by using integrations to prevent errors associated with using incorrect data.

improve services to staff and students by migrating batch integrations to real time. Currently, the project has selected an integration platform, provisioned the technical environments, and is working on testing the platform through an approved pilot.

- Finance System upgrade to v.9.2 was completed.
- Student Administration System upgrade to v9.2 commenced.
- ANU Online – this program of work continued to evolve and enhance the teaching and learning environment through the following technologies:
  - ePortfolio
  - Moodle upgrade
  - Echo360 upgrade
- Intelledox – implementation of the Student Business Transformation project, including Manage My Degree and HDR milestones.

In addition, detailed business analysis and/or technical assessment work was completed for:

- the contract management system
- knowledge management
- the Building Management System (BMS)/Salto
- HDR portal
- Email Performance (in conjunction with Microsoft)
- StarRez
- Student Systems Information Architecture.

Shared innovation

In 2015, the University initiated a process of twice yearly meetings of School Managers to discuss administrative processes and issues. Two such forums were conducted in 2016, facilitated by the Service Improvement Group, and were very successful as a vehicle for sharing approaches across the University and canvassing options for further change.

These forums play a major role in shaping the agenda for future administrative reform. Issues such as travel and purchase card administration, motor vehicle management, IT systems improvement priorities, delegations management and alumni relations have all been debated at these forums.

The forums also provide a vehicle for frank and fearless feedback from schools on the processes for administrative improvement and innovation and the contribution of the School managers has been invaluable.

During 2016, ITS partnered with the Joint Colleges of Science and the Human Resources Division, Work Environment Group in order to transform a bespoke chemical inventory, which was initially developed within the Research School of Chemistry, into an enterprise-wide Chemical Management System. This system now provides a safe and reliable lifecycle management of chemicals used by ANU staff and students.

Review administration

The focus of review activity in 2016 was on student-related administration. New processes for milestone administration for higher degree research students were implemented to provide greater support and assistance to these students. New online processes to allow both coursework and research students to manage their own degrees were also implemented.
This work was undertaken using the Intelledox software developed and donated by two ANU alumni. An independent review of the organisation savings generated by this donation put the seven-year value to ANU of the benefits so far realised at over $6 million.

The online application gateway for prospective students, Studylink, handles over 21,000 applications per annum. In September 2016, a number of major system improvements were delivered to provide a better application experience for students, significantly enhance data collection and improve admission turnaround times.

The ANU Information Technology Strategy 2015-2017 and numerous technology and performance benchmarking results have highlighted the case for change in the University’s current IT service delivery model. In 2016, the University Information and Communications Technology Governance Committee (UICT) provided a mandate to undergo service delivery reform. Further commitment has been achieved through numerous forums, presentations and consultations across the University.

**Call out story: Student Business Transformation – process digitalisation**

The Student Business Transformation Program was delivered in September 2016. This was a collaborative effort between various areas of the University, including the Intelledox Digital Transformation Centre, the Division of Student Administration, Information Technology Services, Planning and Performance Measurement, the Service Improvement Group and College and School staff.

The eForms delivered have facilitated streamlined and efficient processing of key administrative activities for students and staff. Benefits for both students and staff have already been achieved through a reduction in end-to-end processing timeframes, improved data quality, automatic document retention in the Electronic Records Management System, compliance with policies and procedures and providing visibility of form progress tracking. The eForms complement the current suite of ISIS self-service functionality.

To date, more than 50,000 transactions have been commenced through the e Forms development undertaken by the Intelledox Digital Transformation Centre (since late 2014). Over 5,000 of these transactions are attributed to those delivered for Student Administration. Continuous improvement remains a key driver for all eForm initiatives, and a number of progressive improvements have been and continue to be implemented based on customer feedback (both staff and students) since implementation in 2016.
High-quality infrastructure

ANU continues to meet its goal of providing high quality infrastructure for the University. The Facilities and Services Division has initiated, planned and commenced delivery on more than $256 million of capital management plan projects. A further $21 million of projects funded by Colleges, Schools and Divisions are also underway.

ANU, in conjunction with national and state organisations, contributed to the development of the Acton Structure Plan.

Electricity infrastructure – bulk supply point

This project establishes a temporary electricity bulk supply point on the north-west corner of the Acton campus. The electricity bulk supply point is being relocated temporarily to facilitate upgrades to major elements of campus electricity infrastructure. The temporary bulk supply point, delivered as a portable switchroom building, represents the only visible component of the project. The project, due for completion in March 2017, is one in a series of projects to improve electricity infrastructure reliability and security. Following on from this first stage of the project is the establishment of a new bulk supply point and a second bulk supply point to provide security of supply to the campus.

Property maintenance

Providing high quality infrastructure is one of the building blocks for success as identified in ANU by 2020. Facilities and Services Maintenance Portfolio implemented a new structure during 2016, a key foundation milestone in its change implementation program. Aspects of this change included: move to a trade-based discipline structure rather than geographic structure; modified business processes; improved reporting; and the introduction of a client relationship function for each College and service division.

Key result areas to date include:
- 40 per cent reduction of works in progress
- 55 per cent reduction in average time to complete high-priority work orders
- enhanced client interactions.

Capital Management Plan

There is expected to be a high level of construction activity to many areas of the Acton campus in the coming three years. Whilst not unprecedented, three major capital refurbishments to ANU College of Law, ANU College of Asia and the Pacific, and the Research School of Biology are rolling programs which will result in excess of 25,000m² refreshed and repurposed space. These refurbishments will happen concurrently to the delivery of over 24,000m² of new space for the ANU College of Arts and Social Sciences and for the Computer Science and Mathematical Sciences Institute Project. Emerging on the campus at the same time will be the Union Court and Student Accommodation Six projects. The high level of major activities will happen alongside the consistent evolution and upgrade of campus where no less than 70 capital works projects are underway. The Student Accommodation Five project is nearing completion and will be ready for the 2017 academic year.

Outside the Acton campus, the Siding Spring Observatory Lodge is progressing with completion anticipated early 2017. The Kioloa Master Plan has been commenced with a view to establishing future development principles cognisant of the extant infrastructure, the heritage values and the University’s values on this site.
**IT Assets Management Plan**

During 2016, ITS developed a 10-year IT Infrastructure Plan with the intention of achieving a mature, efficient and reliable hardware platform, through effective investment and lifecycle planning. This followed a detailed assessment of central infrastructure services, which took into consideration the age of the current infrastructure, future growth expectations, the anticipated impacts of the One ANU IT Service Delivery Reform Program, and the current organisational IT strategy. This year, it has delivered:

- Audio Visual InfoCommons – full or substantial AV upgrade to 23 ITS managed spaces
- Enterprise Architecture – developed a framework and a strategy to improve EA maturity; also examined the information architecture required to support the Student Experience
- Data Centre – developed Data Centre strategy to consider future options to mitigate risks; decommissioned 14 racks; replaced all switches in the Crisp and Huxley facilities
- Email – upgraded and delivered service improvements
- Windows 2003 servers – 86 servers have been decommissioned, with seven known servers remaining
- Business Continuity Planning/Disaster Recovery – updated framework
- Campus Network Refresh – successfully completed 50 per cent of a two-year transformation of the network switches
- Enterprise Storage and Cloud Enablement – the procurement process has selected a vendor and implementation is scheduled for 2017.

**Partnership with business**

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

Discussions are continuing with other national and state organisations regarding the development of the Acton Structure Plan.

During 2016, the revised National Capital Plan was released. The National Capital Plan, administered by the National Capital Authority, is inclusive of a number of Precinct Codes for which one has been developed for the specific guidance of development on the ANU Acton campus.

**Call out story: From the ashes of the 2013 bushfire to an Impressive new Lodge**

In the late 1960s, an accommodation facility, affectionately named the Lodge, was built to service the needs of night observation in the remote location of Siding Spring Observatory near Coonabarabran in New South Wales. The Lodge operated for over 40 years providing accommodation, meals and recreational space for visiting astronomers, researcher and technicians.

The Siding Spring Observatory was greatly impacted by the 2013 Wambelong bushfires. Whilst many of the assets were damaged, the Lodge was completely destroyed. Since 2013, Facilities and Services has focused on a full recovery and restoration of the site.

All buildings and infrastructure have now been repaired and site operations have returned to normal, with a few new telescopes added. In 2016, the final part of the restoration program was the building of the new Lodge. In early 2017, 18 ensuite rooms, combined with a library, lounge and seminar room will open, offering spectacular views over the Warrumbungle National Park. Welcoming back our astronomers and researchers to a modern and exceptional building is one of Facilities and Services’ key successes this year.
Call out story: Wireless enhancement continues

ITS added more than 2,200 Access Points (APs) to the student residences and targeted teaching and learning venues with an ambition to achieve ubiquitous wireless connectivity across campus. Improvements were also made to wireless network management and security.

As identified in the ANU IT Strategy 2015-2017, investment in encompassing wireless was considered a critical factor in creating a high-quality IT experience for students, staff and alumni; and these improvements were reflected in the results of the 2016 Student Barometer (a student survey).
Broad resource base

In 2015, the University undertook a major reappraisal of its financial strategy, examining ways in which it could restructure its financial position. As part of this review, it took action in 2015 to restructure its debt but there were further changes that were to follow on.

The major highlight of 2016 was the successful completion of the student accommodation investment transaction in August 2016. Under this transaction, HRL Morrison, acting on behalf of Infratil (NZ) and the Commonwealth Superannuation Corporation, took a 30-year concession over the revenues from most of the University’s student accommodation assets, paying the University an upfront amount for the concession.

The concession also puts in place a funding mechanism for the expansion of student accommodation, underpinning a strategic intention to provide all students with the ability to live on campus during their time at ANU.

Financially, the transaction allowed the University to remove a range of legacy debts relating to past student accommodation developments and simplify its corporate structure.

Proceeds from the transaction will also support the redevelopment of Union Court, another major development initiative.

In 2016 we continued the strategy of growing the revenues generated by international students coming to ANU. International student revenues grew strongly, from $142 million in 2015 to an expected $188 million in 2016, driven by both strong student growth and improved pricing structure.

The second highlight of the year was the announcement by Graham and Louise Tuckwell in July 2016 that they would double their financial contribution to ANU, taking the amount to over $100 million and that they would deploy the funds through a redevelopment of Graham’s old residential hall, Bruce Hall. This will provide a vehicle that will fund the Tuckwell scholarship program in perpetuity, while at the same time providing a new premier catered residential facility for 800 students.

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

The Centre for Personalised Immunology (CPI), an NHMRC Centre of Research Excellence established in 2014, has focused on discovering genetic mutations that cause immune diseases with the goal of delivering treatment strategies targeted to the individual. Through the CPI, ANU will strengthen its role as a leading centre for personalised medicine following with $7.3 million in funding from the ACT Government to set up a new centre, Canberra Clinical Genomics. The new Canberra Clinical Genomics was announced as part of the 2016-17 ACT budget and will operate as a partnership between ANU and ACT Health.

A Department of Defence Capability Technology Demonstrator contract for $2.96 million was won this year to design a navigation device that does not need a GPS signal and could be used on submarines, ships, aircraft and land vehicles. The project is a cornerstone in a collaboration formalised this year between ANU, the University of Adelaide and the University of Queensland to build national capacity in precision sensing for defence purposes.

The University secured $12 million in funding from the Australian Signals Directorate (ASD) for a facility to be co-located with the Research School of Computer Science and the Mathematical Sciences Institute. The ASD-sponsored facility, due to open in 2018, will host 70 staff and students engaged in a range of
educational, research and outreach activities related to cyber security. The co-location will provide an energising environment for ASD staff and graduates in which to learn, and expose ANU staff and students to issues of real-world security and defence in an open forum in which to exchange ideas and expertise.

Call out story: ANU completes student accommodation transaction

In early August, ANU signed a 30-year concession agreement with investment management firm H.R.L Morrison and Co over nine student residences capable of housing around 3,760 students on campus. The equity investors represented by Morrison and Co are Infratil and the Commonwealth Superannuation Corporation.

The long-term arrangement ensures the University retains ownership of the residences and provides ANU with continued responsibility for student accommodation operations. The contract includes a new 500-bed student residence, currently under construction. In return for the investment, the consortium will receive revenue from the rental stream for the next 30 years.

The concession agreement will involve a substantial upfront payment to the University, which will be used to repay University debt, help fund the proposed redevelopment of Union Court and improve student services.

Under the agreement, ANU retains existing responsibility for student accommodation operations, admission to residences, and student pastoral care, safety and security. ANU will also be responsible for IT access and infrastructure.

Consistent with current practice, student rents will not exceed 75 per cent of market rates, and rental tariffs will be calculated based on a pre-determined formula referenced to changes in the consumer price index.

The nine residences will be maintained by Spotless, one of Australia's leading facilities managers, and in line with strict maintenance standards set by the University. As part of the agreement, the consortium will also undertake a range of improvement works to the existing residences.

The agreement covers the new student residence building under construction, Burton and Garran Hall, Graduate House, Toad Hall, Ursula Hall, Davey Lodge, Lena Karmel Lodge, Kinloch Lodge and Warrumbul Lodge.
MANAGEMENT & ACCOUNTABILITY

[Section title page]
CORPORATE GOVERNANCE

[Section title page]

Overview
The Council serves as the governing authority of The Australian National University (ANU) and its controlled entities. Good corporate and academic governance is a fundamental part of the culture and academic and operating practices of the University. The key aspects of the University’s corporate and academic governance framework and practices for the 2016 year are outlined in this section.

In December 2016, the Council assessed and re-affirmed its view that the University is in compliance with the corporate and academic governance requirements of:

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

Information about the governance of the University is also available at: http://www.anu.edu.au/about/governance.

Council’s strategic focus
The Council welcomed the new Vice-Chancellor, Professor Brian P. Schmidt AC, to the role of Chief Executive Officer and Principal Academic Officer at the beginning of 2016. A key focus of 2016 for the Council, working with its new Vice-Chancellor, has been the development of a new vision statement and strategic plan for the University. The Council adopted a statement in May 2016, which sets out an ambitious vision:

Contemporary ANU will sit among the great universities of the world, and be defined by a culture of excellence in everything that we do.

We will be renowned for the excellence of our research, which will be international in scope and quality, always measured against the best in the world. Our research investment will be strategic, taking a long-term view and focusing on high quality activities, high-impact infrastructure and areas of high national importance.
We will be renowned for the excellence of our undergraduate and graduate education: excellence in student cohort, excellence in teaching, excellence in student experience, and excellence in outcomes.

We will be renowned for the quality of the contribution our research and education make to societal transformation. We will identify emerging areas of need for the nation and provide research and education that will equip Australia to cope with challenges not yet imagined.

ANU research, education and contributions to public policy making will change Australia and change the world. It will have impact.

The vision statement has been supported by the ANU Strategic Plan 2016-2020, adopted by the Council, in December 2016. The strategic plan is built around five pillars, which drive the need for change:

- Building on a Culture of Academic Excellence
- Delivering on our National Responsibilities
- Achieving Equity – Within ANU and in Society
- Building a Culture of Collegiality and Engagement – Across and Beyond ANU
- Creating an Unrivalled Campus Environment

The new strategic plan will constitute the University’s corporate plan for the purposes of the Public Governance, Performance and Accountability Act 2013.

The Council also oversaw a series of significant initiatives for the University in 2016, including the decision to redevelop Union Court; the decision to enter into a new 30-year concession agreement with equity investors Morrison and Co, over nine student residences; and receipt of Australia’s largest personal philanthropic contribution to a university, worth about $200 million over 30 years, to fund a major expansion of the prized Tuckwell Scholarship Program and student accommodation facilities. Dedicated strategic discussion sessions were held by the Council at its meetings on the following topics: Public Policy, Indigenous Partnership, Education and Digital Disruption, Philanthropy: The Case for Support and Industry and External Engagement, Research and Innovation.

Throughout 2016, the University worked with the Australian Government to develop and draft new enabling legislation for the University. A new Australian National University Act was a key recommendation of the 2014 Walker Review of the Australian National University Act 1991 and ANU governance arrangements, and is intended to modernise the University’s enabling legislation, and position it for effective governance as it faces the challenges of coming decades. A Bill for the new Act is expected to be introduced into the Australian Parliament by the Minister for Education and Training in early 2017.

**Functions of the University**

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

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

In the performance of its functions, the University ensures a focus on its national and international roles and on the needs of the Australian Capital Territory and the surrounding regions.

Council
The Council is established under section 8 of the Australian National University Act 1991 as the governing authority of the University.

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

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

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

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

Ensuring responsible financial and risk management:
• approving the annual budget
• approving and monitoring systems of control and accountability
• overseeing and monitoring the assessment and management of risk
• ensuring the University’s compliance with legal requirements.
Composition

The Council comprises 15 members who hold membership by virtue of either appointment, election or their office. The following table details the membership of the Council throughout 2016:

<table>
<thead>
<tr>
<th>Position</th>
<th>Incumbent</th>
<th>Status</th>
<th>Original Appointment Date</th>
<th>Expiry Date of Current Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chancellor (appointed by Council)</td>
<td>Professor the Hon. Gareth Evans AC QC</td>
<td>External</td>
<td>1 January 2010</td>
<td>31 December 2018</td>
</tr>
<tr>
<td>Vice-Chancellor (appointed by Council)</td>
<td>Professor Brian P. Schmidt AC FAA FRS</td>
<td>Internal</td>
<td>1 January 2016</td>
<td>31 December 2020</td>
</tr>
<tr>
<td>Seven members appointed by the Minister</td>
<td>Ms Robin Hughes AO (Pro-Chancellor)</td>
<td>External</td>
<td>1 July 2004</td>
<td>30 June 2017</td>
</tr>
<tr>
<td></td>
<td>Mr David Miles AM</td>
<td>External</td>
<td>28 June 2006</td>
<td>30 June 2016</td>
</tr>
<tr>
<td></td>
<td>Mr Graeme Samuel AC</td>
<td>External</td>
<td>1 August 2011</td>
<td>31 July 2019</td>
</tr>
<tr>
<td></td>
<td>Dr Doug McTaggart</td>
<td>External</td>
<td>21 June 2012</td>
<td>30 June 2020</td>
</tr>
<tr>
<td></td>
<td>Professor Suzanne Cory AC</td>
<td>External</td>
<td>1 July 2014</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Mr Patrick Dodson</td>
<td>External</td>
<td>1 July 2014</td>
<td>2 March 2016</td>
</tr>
<tr>
<td></td>
<td>Ms Naomi Flutter</td>
<td>External</td>
<td>1 July 2014</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Mr Peter Yu</td>
<td>External</td>
<td>1 September 2016</td>
<td>30 June 2020</td>
</tr>
<tr>
<td></td>
<td>Ms Natasha Stott Despoja AM</td>
<td>External</td>
<td>1 September 2016</td>
<td>30 June 2020</td>
</tr>
<tr>
<td>Elected Dean or the Head of a Research School</td>
<td>Professor Matthew Colless</td>
<td>Internal</td>
<td>30 September 2014</td>
<td>29 September 2016</td>
</tr>
<tr>
<td></td>
<td>Professor Catherine Waldby</td>
<td>Internal</td>
<td>30 September 2016</td>
<td>29 September 2018</td>
</tr>
<tr>
<td>Elected Academic Staff Member (The Faculties)</td>
<td>Professor Jan Provis</td>
<td>Internal</td>
<td>21 July 2015</td>
<td>29 September 2018</td>
</tr>
<tr>
<td>Elected Academic Staff Member (IAS)</td>
<td>Professor Tim Senden</td>
<td>Internal</td>
<td>30 September 2012</td>
<td>29 September 2018</td>
</tr>
<tr>
<td>Elected General Staff Member</td>
<td>Mr Matthew King</td>
<td>Internal</td>
<td>27 May 2010</td>
<td>25 May 2016</td>
</tr>
<tr>
<td>Name</td>
<td>Type</td>
<td>Elected Date</td>
<td>Expires Date</td>
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<tr>
<td>Ms Deborah Veness</td>
<td>Postgraduate Student Member</td>
<td>26 May 2016</td>
<td>25 May 2018</td>
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<tr>
<td>Mr Chris Wilson</td>
<td>Postgraduate Student Member</td>
<td>30 May 2015</td>
<td>17 August 2016</td>
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<tr>
<td>Ms Alyssa Shaw</td>
<td>Undergraduate Student Member</td>
<td>17 August 2016</td>
<td>17 August 2017</td>
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<tr>
<td>Mr Benjamin Gill</td>
<td>Undergraduate Student Member</td>
<td>1 December 2014</td>
<td>30 November 2016</td>
<td></td>
</tr>
<tr>
<td>Mr James Connolly</td>
<td>Undergraduate Student Member</td>
<td>1 December 2016</td>
<td>30 November 2017</td>
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</table>

**Current Council members**

Council members as at 31 December 2016.

**Chancellor – Professor the Hon. Gareth Evans AC QC**

BA LLB(Hons) *Melb, MA Oxf, HonLLD Melb, Syd, Carleton, Queen’s Ont, FASSA, FAI/A*

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

**Vice-Chancellor – Professor Brian P. Schmidt AC**

BSc *Arizona, MSc PhD Harvard, FAA, FRS*

Brian P. Schmidt is the 12th Vice-Chancellor of ANU. Winner of the 2011 Nobel Prize in Physics, he was an astrophysicist at the ANU Mount Stromlo Observatory and Research School of Astronomy and Astrophysics before becoming Vice-Chancellor. He received undergraduate degrees in Astronomy and Physics from the University of Arizona in 1989, and completed his Astronomy Master degree (1992) and PhD (1993) from Harvard University. Under his leadership, in 1998, the High-Z Supernova Search team made the startling discovery that the expansion rate of the Universe is accelerating. He is a Fellow of the Australian Academy of Science, The United States Academy of Science, and the Royal Society, and was made a Companion of the Order of Australia in 2013.
Pro-Chancellor – Ms Robin Hughes AO

BA MA Syd

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

Professor Suzanne Cory AC

BSc, MSc Melb, PhD Cambridge, HonDSc Syd, HonDSc Oxford, HonDLaws Melb, FAA, FRS

Suzanne Cory is one of Australia’s most distinguished molecular biologists. She was Director of the Walter and Eliza Hall Institute of Medical Research (1996-2009), where she remains an active cancer researcher. She was the first-elected female President of the Australian Academy of Science (2010-2014). She is an elected member of the Australian Academy of Science, the Royal Society, the US National Academy of Science, the French Academy of Sciences and the Japan Academy. In 2009 she was awarded the French decoration of Chevalier de l’Ordre de la Legion d’Honneur.

Ms Naomi Flutter

MPP Harvard, LLB(Hons) ANU, BEc(Hons) ANU, GDLP ANU

Naomi Flutter is the head of Deutsche Bank’s Global Transaction Banking division for Australia and New Zealand and the Head of the Issuer Services business for APAC. In this capacity she is responsible for the delivery of certain wholesale and corporate banking products and services to clients across Asia. She has worked for Deutsche Bank for 18 years, and previously worked for the United Nations High Commissioner for Refugees including in refugee camps in Kenya and Nepal. In 1994 she was awarded the ANU Tillyard Prize for Outstanding Contributions to University Life.

Mr Graeme Samuel AC

LLB Melb, LLM Monash, FAICD

Graeme Samuel is a Vice Chancellor’s Professorial Fellow in Monash University’s Business School and co-director of the Monash Business Policy Forum. He is also a Commissioner of the Australian Rugby League Commission, President of Alzheimer’s Australia, Council member of the National Health and Medical Research Council and Chair of its Health Innovation Advisory Committee and the National Institute for Dementia Research, Chair of Data Governance Australia, a Member of the Aged Care Financing Authority and Chair of the South East Melbourne Primary Health Network. He was Chair of the Commonwealth Government’s Panel of Review of Australia’s Independent Medical Research Institutes and advisor to the Commonwealth Department of Health in its review of private health insurance. He has held a number of roles in public life including former Chairman of the Australian Competition and Consumer Commission,
Associate Member of the Australian Communications and Media Authority and President of the National Competition Council. In 2010 he was made a Companion of the Order of Australia.

Dr Doug McTaggart

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

Dr Doug McTaggart is an independent non-executive director. He sits on the board of the Suncorp Group and chairs its Audit Committee. He is also Chairman of Spark Infrastructure, Suncentral Maroochydore, and the QIMR Berghofer Institute of Medical Research. He was recently as a member of the Prime Minister’s Expert Advisory Panel on the Reform of the Federation. He advises governments on economic development, recently NT and currently NSW, and is currently advising the Indigenous Land Council on investment strategy. He was Chairman of the Queensland Public Service Commission (2012-2015) and was a Commissioner on the Queensland Independent Commission of Audit. In June 2012, Dr McTaggart retired as CEO of QIC. Prior to this appointment, Dr McTaggart held roles including Professor of Economics and Associate Dean at Bond University (1989-1996), and then Under Treasurer, Queensland Department of Treasury (1996-1998). He was a member of the Council of Australian Governments (COAG) Reform Council (2007-2013) and Councillor on the National Competition Council (NCC) (2000-2013).

Mr Peter Yu

Peter Yu is a Yawuru Man from Broome in the Kimberley region in North West Australia with over 35 years’ experience in Indigenous development and advocacy in the Kimberley and at the state, national and international level. He was Executive Director of the Kimberley Land Council during the 1990s and had a national leadership role negotiating the Australian nation’s response to the High Court’s 1992 Mabo decision. Peter was a key negotiator in the landmark Yawuru Native Title global negotiations between the WA State Government and the Shire of Broome and is the current Chief Executive Officer of the Yawuru Corporate Group. He is a Board Member of the North Australian Indigenous Land and Sea Management Alliance Ltd (NAILSMA Ltd), Deputy Chair of the AFL Aboriginal Advisory Committee, Deputy Chair of Broome Future Ltd, and a Trustee of the Princes Charities Australia (PCA).

Ms Natasha Stott Despoja AM

BA Adelaide

Natasha Stott Despoja is Australia’s Ambassador for Women and Girls. She is the founding Chairperson of Our Watch (the Foundation to Prevent Violence Against Women and their Children). As Ambassador, she has represented Australia internationally, to promote women’s leadership, economic empowerment and an end to violence against women and girls. She is a former Senator for South Australia (1995-2008) and former Leader of the Australian Democrats. She is also a member the Referendum Council on constitutional recognition of Aboriginal and Torres Strait Islander peoples. She is a member of The World Bank’s Gender Advisory Board and the UN Working Group on Health and Human Rights of Women, Children and Adolescents. She is an Honorary Research Fellow at The University of Adelaide. She is a former Deputy Chair of Beyond Blue, a former non-executive Board member of The Burnet Institute, and has served on the boards of the South Australian Museum, the Advertising Standards Board and the Museum of Australian Democracy. She was an Ambassador for Ovarian Cancer Australia, and is an Ambassador for The Orangutan Project and the HIV/AIDS anti-stigma campaign, ENUF.
Professor Catherine Waldby

BA Queensland, MA(Hons) Sydney, PhD Murdoch

Catherine Waldby is Director of the ANU Research School of Social Sciences and Visiting Professor at the Department of Social Science and Medicine at King’s College London. Prior to that she was Professorial Future Fellow in the Department of Sociology and Social Policy, Sydney University. She researches and publishes in social studies of biomedicine and the life sciences. Her recent books include Clinical Labour: Tissue Donors and Research Subjects in the Global Bioeconomy (with Melinda Cooper, Duke University Press 2014) and The Global Politics of Human Embryonic Stem Cell Science: Regenerative Medicine in Transition (with Herbert Gottweis and Brian Salter, Palgrave 2009). With Nikolas Rose and Ilina Singh, she is the editor of BioSocieties: an interdisciplinary journal for the social studies of life sciences. She is a Fellow of the Academy of Social Sciences in Australia, and has received national and international research grants for her work on embryonic stem cells, blood donation and biobanking.

Professor Jan Provis

BSc(Hons), PhD UNSW

Jan Provis is a Professor of Anatomy and Associate Dean (Teaching and Learning) in the ANU Medical School, Chair of the Early Career Academic Development Committee for the ANU College of Medicine Biology and Environment, and is an honorary Professor at the University of Sydney. She leads a research group based in the John Curtin School of Medical Research, and is recognised internationally for her work on retinal development and the blinding disease, age-related macular degeneration. She is Chair of the Grants Advisory Committee for Retina Australia, a stakeholder group supporting research into retinal degenerative diseases, and Board member of the Lions Eye Institute WA, 2017.

Professor Tim Senden

BSc(Hons) PhD ANU

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

Ms Deborah Veness

BA Qld, BEd JCU, SFHEA

Deborah Veness has worked in educational and academic development support roles in Australian universities since 1994. In her current role as the Manager, Student and Education Office and Senior Education Developer for the ANU College of Arts and Social Sciences, she supports the scholarly community of the University, working with both staff and students to improve opportunities for high quality
teaching and learning in face-to-face and online learning environments. Since Deborah joined ANU in 2007, she has also worked in the Office of the Vice-Chancellor and for the ANU College of Business Economics. She has served on the Academic Board for four years and as a member of the Academic Board Steering Committee. She has also held posts previously at the University of Canberra, Western Sydney University, Central Queensland University, a variety of publishing houses and for the Queensland Department of Education.

Ms Alyssa Shaw

BCom ANU

Alyssa is the President of the ANU Postgraduate and Research Students’ Association (PARSA) for 2017. Prior to this, Alyssa was elected as the inaugural Women’s Officer for PARSA in 2015, and served as Acting Vice-President for PARSA in 2016. She was also elected as the Vice-President (Equity) for the Council of Australian Postgraduate Associations (CAPA) for 2016. In these roles Alyssa advocates for inclusive policy and outcomes for postgraduate students, and works to ensure postgraduate rights and welfare both locally and nationally. Alyssa completed her Bachelor of Commerce at ANU, majoring in management and marketing. Currently she is studying an interdisciplinary Masters by coursework and research, focusing on feminist theory and gender. Alyssa has worked for the Australian Public Service and for the community sector with a focus on women’s rights. She has also interned with the Australian Human Rights Commission and the World YWCA. Currently she serves as a board member for the Women’s Centre for Health Matters and continues to volunteer for women’s and community organisations. Alyssa was recognised for her work at PARSA at in the community as a finalist for the ACT Young Woman of the Year 2016.

Mr James Connolly

James Connolly is the 2016/17 President of the ANU Students’ Association (ANUSA). He is currently completing a Bachelor of Laws and Asia-Pacific Studies, majoring in Asia-Pacific Politics and minoring in Indonesian language. Prior to his commencement as President, James was the ANUSA Education Officer in 2016. In 2015 he was the President of the ANU College of Asia and the Pacific Students' Society (CAPSS) and a member of CAP Board as well as a Council member of Burgmann College. James has been involved in queer advocacy, having focused on queer inclusion in residential colleges acting as Queer Officer at Burgmann College in 2015. His Asia-Pacific Studies majors and minors reflect his interest in the surrounding region and in making universities accessible spaces for international students. Upon completion of his Bachelor degree James is looking to pursue his interest in industrial relations and labour law.

Non-current Council members

Council members whose term concluded in 2016.

Mr David Miles AM

LLB Melb HonLLD Qld

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

Mr Patrick Dodson
Hon LLD Melb, Hon LittD UNSW

Patrick Dodson is one of Australia’s most prominent Indigenous leaders, and now Adjunct Professor at the University of Notre Dame, where he lectures in Spirituality and the Challenge of Reconciliation. He is also a director (and former chair) of the Yawuru Native Title Company ‘Nyamba Buru Yawuru Ltd’, and a director on the Yawuru PBC. Living in Broome, Western Australia, he is also a former Director of the Central and Kimberley Land Councils, was a Royal Commissioner into Aboriginal Deaths in Custody, and for six years was the inaugural chair of the Council for Aboriginal Reconciliation. He has also co-chaired the expert panel on the constitutional recognition of Aboriginal and Torres Strait Islander peoples. In March 2016, Mr Dodson resigned from the ANU Council to take up a seat in the Australian Senate.

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

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

Mr Matthew King

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

Mr Chris Wilson
BA, MBus UNSW

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

Mr Benjamin Gill

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

Council Committee members (who are not members of the Council) who served during 2016. A (*) indicates they retired during 2016.

Mr Geoff Knuckey

BEC ANU, FICA, GAICD, IIAM, AIMM

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

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

Mr Keith Lyon*

BCom(Hons) UNSW

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

Committee: Finance Committee

Ms Susan Bitter*

Dip App Fin & Inv, BEc(Hons) Adelaide, FICA, MAICD

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

Committee: Finance Committee
Ms Merran Kelsall

BCom(Hons), MBA *Melb*, FICA, FAICD, FCPA

Merran Kelsall is a professional independent company director, originally qualified as a chartered accountant. She has considerable experience in the work of audit, risk and compliance committees. She has a particular interest in aligning performance management with corporate strategy and enjoys executive coaching. She has significant expertise in organisations with a strong focus on stakeholder engagement, particularly large mutuals. She also gained experience in resolving customer complaints and alternative dispute resolution as the inaugural chairman of Public Transport Industry Ombudsman (Victoria). She has held many directorships, including of RACV Limited, Vic Super, Melbourne Water Corporation, Colonial Limited, and the National Gallery of Victoria.

Committee: Finance Committee

Mr Tony McGrath

BBus *UTS*, CA

Tony McGrath has more than 30 years of experience in business, particularly in re-shaping companies and providing high-level strategic advice. A former partner at KPMG, he is the co-founder, partner and Co-Chairman of McGrathNicol, one of the country’s most highly respected restructuring and advisory firms, which was established mid-2004. He has advised on a number of high profile corporate restructures including Pan Pharmaceuticals Group as well as HIH. He has a range of experience in advising boards on governance issues, assisting boards in undertaking restructuring, undertaking transactions, chairing audit committee roles and understanding regulatory requirements. He is a Commissioner of the National Rugby League, a Director of QBE Insurance Australia Limited and a Trustee of the National Foundation for Medical Research.

Committee: Finance Committee

Mr Darren Keogh

BComm, LLB *ANU*

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

Committee: Finance Committee

Dr Geoff Warren

BComm(Hons), PhD *UNSW*

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

Committee: Finance Committee

Mr Jeremy Chandler

BA Canberra, FCPA, FAIM, ACC

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

Committee: Audit and Risk Management Committee

Mr Mark Ridley

BAcc, BComm Witwatersrand, FCA, GAICD

Mark Ridley is an independent director and executive adviser. He is currently the Chairman of the Audit Committee for the Department of Immigration and Border Protection, the Clean Energy Regulator and the Royal Australian Mint; Chairman of the Finance, Audit & Risk Committee for CO2CRC Ltd; and a member of the audit committees for the Australian Financial Security Authority and the National Health Funding Body. He also recently concluded a five-year term as Chairman of the Audit Committee for the Department of Human Services. He was previously a senior partner with PricewaterhouseCoopers over a period of 20 years in Canberra, Melbourne, Adelaide and Perth. He held a number of leadership roles with the firm in risk management and assurance, with a particular focus on complex ICT environments and projects in financial services and government organisations.

Committee: Audit and Risk Management Committee

Ms Janine McMinn

BA (Computing, Statistics) ANU, FAICD, CISA, CISM

Janine retired in 2012 after 5 years as a Partner with Acumen Alliance and 6 years as a Partner with Oakton. Her career over 32 years encompassed running a business, management, governance, information technology security, risk management and internal audit. As a consulting Partner, Janine was responsible all aspects of running a consulting business including financial management relating to her business unit, recruitment, managing professional consulting teams, providing quality assurance on both
technical and non-technical jobs and liaising with PS Senior Executives and line management. She occasionally consults to the Federal Government on IT security and assurance matters. Janine also finds time to take tour groups around the Australian War Memorial and to mentor children with the ACT Schools Mentoring program.

Committee: Audit and Risk Management Committee

**Professor Sue Holliday**

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

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

Committee: Campus Planning Committee

**Mr Malcolm Snow**

BRTP(Hons) Queensland, MLA Melb, FAILA

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

Committee: Campus Planning Committee

**Mr Stephen Byron**

BCom / LLB, ANU

Stephen Byron is the Managing Director of the Capital Airport Group, which he has led since 1998. He is Chair of the Canberra Grammar School Board and a member of the boards of The Snow Foundation and the Canberra Convention Bureau. He is also a Board Governor of ANU Endowment for Excellence.

Committee: Campus Planning Committee; Major Projects Joint Sub-Committee

**Professor Margaret Harding**

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

Committee: Honorary Degrees Committee

**Professor Marnie Hughes-Warrington**

BEd(Hons) Tas, DPhil Oxon

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

Committee: Honorary Degrees Committee

**Professor Brian Anderson AO***

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

Brian Anderson was a Distinguished Professor in the ANU College of Engineering and Computer Science until his retirement in 2016. He has served as a member of a number of government bodies, including the Australian Science and Technology Council and the Prime Minister’s Science, Engineering and Innovation Council. He was a member of the Board of Cochlear Limited (1995-2005). He is a Foreign Member of the US National Academy of Engineering. He was appointed an Officer of the Order of Australia in 1993 in recognition of service to science and to engineering, and received the Centenary Medal in 2001 for service to Australian society through science policy development. In 2007 he received the Japanese Order of the Rising Sun with Neck Ribbon and Gold Rays.

Committee: Honorary Degrees Committee

**Professor Donald Rothwell***

BA, LLB(Hons) Qld, LLM Alberta, MA Calgary, PhD Syd

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

Committee: Honorary Degrees Committee

Professor Chennupati Jagadish AC

BSc Nagarjuna, MSc(Tech) Andhra, MPhil, PhD Delhi, FAA, FTSE, FIEEE, FAPS, FMRS, FOSA, FInstP,
FAIP, FloN, FSPIE, FECS, FIET, FAAAS, FAVS

Chennupati Jagadish is a Distinguished Professor and Head of Semiconductor Optoelectronics and
Nanotechnology Group in the ANU Research School of Physics and Engineering. His research interests are
based on compound semiconductor optoelectronics, nanotechnology, photovoltaics and materials science.
He has published more than 850 research papers (570 journal papers), 5 US patents assigned, co-
authored a book, co-edited 10 books, guest edited 15 special issues of journals and edited 12 conference
proceedings. He is serving as an Editor of 3 journals, an Associate Editor of 3 Journals and an editorial
board member of 15 journals. He has received the Peter Baume Award, a Federation Fellowship (2004-
2009) and a Laureate Fellowship (2009-2014). He received in 2010, the Quantum Device Award from the
ISCS, and has been awarded the IEEE Photonics Society 2010 Distinguished Service Award, 2011 IEEE
NTC Distinguished Service Award, 2013 Boas Medal from the Australian Institute of Physics, 2015 IEEE
Nanotechnology Pioneer Award, 2015 IEEE Photonics Society Engineering Achievement Award, 2016
MRSI Silver Jubilee International Award and 2016 OSA Nick Holonyak Award.

Committee: Honorary Degrees Committee

Professor Ann McGrath OAM

BA(Hons) Qld, PhD LaTrobe, HonDPhil Linnaeus

Ann McGrath is a Professor of History and Director of the Australian Centre for Indigenous History. Her
main interests are gender, colonialism, the history of Indigenous relations and intermarriage in Australia and
North America, and the themes of deep history, spatial history and scale. She was accepted as a Fellow of
the Academy of Social Sciences and her work has also been recognised by the award of the Inaugural
W.K. Hancock prize, the Human Rights Award for non-fiction, the John Barrett Prize, the Archibald Hannah
Junior Fellowship at the Beinecke Library, Yale, Membership of the Institute of Advanced Study, Durham
and Membership of the School of Social Sciences, Institute for Advanced Study, Princeton, a Rockefeller
Foundation Scholarly Residency at Bellagio and the New South Wales Premiers History Prize, General.

Committee: Honorary Degrees Committee

Professor The Hon. Carmen Lawrence

BPsys(Hons), PhD UWA

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

Committee: Nominations Committee

Ms Hilary McPhee AO

BA *Melb*, HonDLitt *Monash*

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

Committee: Nominations Committee

Ms Julie Steiner

BA(Hons) *Melb*

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

Committee: Nominations Committee

Professor Kiaran Kirk

BSc(Hons) PhD *Syd*, MA DPhil *Oxon*

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

Committee: Nominations Committee

Appointments and elections to Council

In 2016, the Council saw a considerable turnover in its membership. In March, Mr Patrick Dodson resigned from Council to fill a casual vacancy in the Australian Senate. The casual vacancy created by Mr Dodson’s resignation was filled by Mr Peter Yu. Mr Yu was recommended to the Minister for appointment, consistent with the Council’s succession plan, due to his considerable credibility and stature as an Indigenous leader, and his significant professional contributions which span the national policy landscape, governance and community outreach.

Mr David Miles AM, also concluded 10 years of service as a Council member on 30 June 2016. Mr Miles has made a remarkable contribution to the strategy and good governance of the University, and has helped it to remain an institution of very high global standing, adapting successfully to an ever more competitive domestic and international environment. Ms Natasha Stott Despoja AM, was appointed by the Minister to replace Mr Miles. Ms Stott Despoja was recommended to the Minister for appointment due to her extensive experience through her parliamentary and governmental service, which will be of great value to the University, particularly as it seeks to further strengthen its role as a public policy resource for the nation. The University was also delighted that the Minister re-appointed Dr Douglas McTaggart to the Council for a further term.

In May 2016, Mr Matthew King concluded 6 years of service as a Council member, and was replaced with Ms Deborah Veness, following an election by the professional staff. In September, Professor Matthew Colless concluded his term, and was replaced with Professor Catherine Waldby, following an election by the Deans and Research School Heads. Professor Jan Provis and Professor Tim Senden were both re-elected for further terms as academic staff members of the Council.

Mr Chris Wilson concluded his term in August, and was replaced with Ms Alyssa Shaw, following an election by the postgraduate students. Mr Benjamin Gill concluded his term in November, and was replaced with Mr James Connolly, following an election by the undergraduate students.

Council member induction and continuing education

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

As part of the induction process, new and re-appointed/elected Council members complete a disclosure and declaration form that details all potential conflicts of interest. In addition, the University executes a Deed of Indemnity and Access for each member of the Council.
Council members are encouraged to undertake professional development activities. Where, in the evaluation of a Council member’s performance, a skills gap is identified, the Chancellor discusses with the member, resources and training to support professional development needs.

In 2016, a number of Council members participated in professional development programs offered by the Australian Institute of Company Directors, and attended the National Conference on University Governance (hosted by the University Chancellors Council).

**Council performance evaluation**

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

The Council has adopted the following methodology for the evaluation of its performance:

- The Chancellor conducts one-on-one consultations with Council members with the aim of giving and receiving feedback on individual performance, getting a sense of members’ degree of comfort or otherwise with present Council structure and processes, and discussing any other issues of concern, or interest, relating to the strategic direction of ANU.
- The Chancellor tables a report summarising the major issues and themes discussed over the course of the one-on-one meetings with Council members.
- Council discusses this report at its annual planning day.


Further, Council recognises the benefit of an external review being conducted every few years for the purpose of assessing Council governance, in a manner not dissimilar to the review by Emeritus Professor Sally Walker, accepting that such a process may bring opportunities to strengthen what is already sound governance.

**Membership and succession planning**

The Council has adopted a Charter for the Nominations Committee of Council, which outlines the qualities that Council requires across its membership, and, in particular, in the members appointed by the Minister. The Charter also formalises the mechanisms through which Council manages succession planning of its membership.

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

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

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

- a member of any parliament in Australia;
- a member of staff of the University;
- a student of the University; or
- a member of the Nominations Committee itself.

Meetings of Council

The Council met on seven occasions in 2016, approximately every two months. The Chancellor presided at all meetings of the Council.

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

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

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

In 2016, Council continued its active program of site visits at the conclusion of each Council meeting. This program assists members to engage with the academic and research community and to be informed about the depth and variety of activity being pursued across the University. Site visits were made to the Crawford School of Public Policy, the Tjabal Indigenous Higher Education Centre, the Mount Stromlo Observatory, the John Curtin School of Medical Research, and the ANU Medical School. In addition, the Council received presentations on public policy projects across all Colleges, attended the ANU launch of National Reconciliation Week and a student lecture on ‘the lecture’.

The Chancellor

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

- lead Council in carrying out its role as the University’s governing body;
• chair meetings of Council and ensure it operates effectively;
• establish the agenda in consultation with the Vice-Chancellor and Corporate Governance and Risk Office;
• regularly review, with the Vice-Chancellor, progress on important initiatives and significant issues facing the University;
• chair Council committees and sub-committees as appropriate;
• assist the Vice-Chancellor in representations to government, the private sector and benefactors;
• attend and participate in University functions; and
• preside at Conferring of Awards ceremonies and perform other ceremonial duties as required.

For the appointment of the current Chancellor in 2010, the Council established a Committee to present and make recommendations to Council about names of persons to be considered for appointment as Chancellor. It comprised the Pro-Chancellor (Chair), Vice-Chancellor, three external members of the Council and the Council member elected by the Deans and Research School Heads. The term of the current Chancellor, Professor the Hon. Gareth Evans AC QC, will conclude on 31 December 2018.

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

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

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

• developing with Council, the vision and strategic direction of the University
• implementing the vision and strategic direction set by Council
• providing strong leadership to, and effective management of, the University
• ensuring the ongoing development, implementation and monitoring of the University’s risk management and internal controls framework
• ensuring Council is provided with accurate and clear information in a timely manner to promote effective decision-making by Council
• keeping Council informed, at an appropriate level, of the activities of the University, including advice of:
  o any potential legal action against the University
  o major risks
  o the University’s financial position and projected expenditure, and documents executed under power of attorney.
The Vice-Chancellor is Professor Brian P. Schmidt AC, who has held the role since January 2016.
Council committees

The Council is assisted in the discharge of its responsibilities by the following Committees:

- Finance Committee
- Audit and Risk Management Committee
- Campus Planning Committee
- Major Projects Joint Sub-Committee
- Remuneration Committee
- Honorary Degrees Committee
- Nominations Committee

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

Finance Committee

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

During the year, the Committee had oversight of the University and subsidiary entities’ budgets and the University consolidated budget, monitored the University’s financial projections and performance, oversaw changes in the University’s investment management model and deliberated on a range of matters relating to the University’s commercial activities, specifically in relation to the Purpose Built Student Accommodation investment transaction and future campus redevelopment opportunities.

Audit and Risk Management Committee

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

During the year, the Committee’s work included overseeing, for Council, the preparation of University and subsidiary entities annual financial statements, audits completed in accordance with the 2016 Internal Audit Work Plan (including, amongst others, internal audits of education services for overseas students, an IT Security Health Check and ANU Project Management) and the Internal Audit Charter. Risk management remained a focus of the Committee throughout the year.

Campus Planning Committee

The Campus Planning Committee monitors and advises Council on matters relating to the planning and development of the University’s major property and physical infrastructure.
During the year, the Committee’s work included overseeing, such matters as the ANU Precinct Code, Master Plans for the Acton campus and other minor campuses, the Union Court redevelopment, major capital projects, infrastructure naming, student accommodation strategy, heritage and public art.

**Major Projects Joint Sub-Committee**

The Major Projects Joint Sub-Committee is a Sub-Committee of the Council's Finance Committee and Campus Planning Committee. The Sub-Committee monitors and advises its parent committees in respect of the implementation of the interlocking governance issues associated with particular major projects of the University. It also serves to provide assurance to the Council that all relevant probity and due diligence issues are being considered appropriately in relation to these projects.

In this context, over 2016, the Sub-Committee’s work included overseeing the Purpose Built Student Accommodation investment transaction, the student accommodation (SA6) project, and the the Union Court redevelopment.

**Remuneration Committee**

The Remuneration Committee determines the remuneration and conditions of employment of the Vice-Chancellor; monitors and reviews decisions of the Vice-Chancellor on matters concerning the performance and remuneration of the senior management of the University; and, in an emergency, may exercise the power of the Council to appoint an Acting Vice-Chancellor.

During the year, the Committee set the key performance indicators for the new Vice-Chancellor, and had oversight of the Vice-Chancellor’s decisions regarding the performance and remuneration of the senior management of the University.

**Honorary Degrees Committee**

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

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

<table>
<thead>
<tr>
<th>Conferee</th>
<th>Honorary degree</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Ian Donaldson</td>
<td>Doctor of the University <em>honoris causa</em></td>
<td>For his exceptional achievement as a scholar, with a distinguished career in the humanities and the arts and for his exceptional service to The Australian National University.</td>
</tr>
<tr>
<td>Retired Air Chief Marshall Sir Allan ‘Angus’ Houston</td>
<td>Doctor of Laws <em>honoris causa</em></td>
<td>For his exceptional contribution in public service, at the national and international level, through his military and civilian service.</td>
</tr>
</tbody>
</table>
The Hon. Kevin Rudd  
Doctor of Laws *honoris causa*  
For his exceptional contribution in public service, nationally and internationally, particularly as Prime Minister of Australia

Ms Therese Rein  
Doctor of Laws *honoris causa*  
For her exceptional contributions in community service, human rights and philanthropy, through her business and charitable works.

Professor Bertil Andersson  
Doctor of Science *honoris causa*  
For his exceptional contribution to science that is recognised internationally.

The Hon. Brendan Nelson  
Doctor of Laws *honoris causa*  
For his exceptional contribution to Australian politics, international relations and the education of the nation in Australia’s history.

### Nominations Committee

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

The Nominations Committee convened on three occasions during 2016, to consider three nominations to the Minister for Education and Training for appointment to the Council. The Committee nominated Dr Doug McTaggart for re-appointment for a further term, and Mr Peter Yu and Ms Natasha Stott Despoja for appointment. The Minister accepted the Committee’s nominations.

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

For the period 1 January to 31 December 2016, the following tables detail the attendances at meetings by Council members and other Committee members:

### Council

<table>
<thead>
<tr>
<th>Council member</th>
<th>No. of possible meetings</th>
<th>No. of meetings attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Professor Brian P. Schmidt AC</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Ms Robin Hughes AO</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Dr Doug McTaggart</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Mr David Miles AM (to 30/06/2016)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Professor Suzanne Cory AC</td>
<td>7</td>
<td>5</td>
</tr>
<tr>
<td>Mr Patrick Dodson (to 02/03/2016)</td>
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<td>1</td>
</tr>
<tr>
<td>Ms Naomi Flutter</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Mr Graeme Samuel AC</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>Mr Peter Yu (from 01/09/2016)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Ms Natasha Stott Despoja (from 01/09/2016)</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Professor Matthew Colless (to 29/09/2016)</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Professor Catherine Waldby (from 30/09/2016)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Professor Jan Provis</td>
<td>7</td>
<td>7</td>
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<tr>
<td>Professor Tim Senden</td>
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<td>7</td>
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<tr>
<td>Mr Matthew King (to 25/05/2016)</td>
<td>2</td>
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</tr>
<tr>
<td>Ms Deborah Veness (from 26/05/2016)</td>
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<tr>
<td>Mr Chris Wilson (to 17/08/2016)</td>
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<tr>
<td>Ms Alyssa Shaw (from 17/08/2016)</td>
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<tr>
<td>Mr Benjamin Gill (to 30/11/2016)</td>
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<td>5</td>
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<tr>
<td>Mr James Connolly (from 01/12/2016)</td>
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### Finance Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
<th>No. of meetings attended</th>
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</thead>
<tbody>
<tr>
<td>Mr Graeme Samuel AC</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Professor Brian P. Schmidt AC</td>
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<td>4</td>
</tr>
<tr>
<td>Ms Robin Hughes AO</td>
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<td>4</td>
</tr>
<tr>
<td>Dr Doug McTaggart</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Mr David Miles AM (to 30/06/2016)</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Committee member</td>
<td>No. of possible meetings</td>
<td>No. of meetings attended</td>
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</tr>
<tr>
<td>Ms Naomi Flutter</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Professor Tim Senden (from 01/07/2016)</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Mr Geoff Knuckey</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Mr Keith Lyon (to 30/06/2016)</td>
<td>2</td>
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<tr>
<td>Ms Susan Bitter (to 27/07/2016)</td>
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<tr>
<td>Mr Darren Keogh</td>
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<tr>
<td>Mr Geoff Warren</td>
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</tr>
<tr>
<td>Mr Tony McGrath (from 01/07/2016)</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Ms Merran Kelsall (from 01/07/2016)</td>
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**Audit and Risk Management Committee**

<table>
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<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
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<tbody>
<tr>
<td>Mr Geoff Knuckey</td>
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<td>5</td>
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<tr>
<td>Ms Robin Hughes AO (to 30/06/2016)</td>
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<tr>
<td>Ms Naomi Flutter (from 01/07/2016)</td>
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<tr>
<td>Mr Graeme Samuel AC</td>
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<tr>
<td>Mr Mark Ridley</td>
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</tr>
<tr>
<td>Ms Janine McMinn</td>
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<tr>
<td>Mr Jeremy Chandler</td>
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**Campus Planning Committee**

<table>
<thead>
<tr>
<th>Committee member</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
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<tr>
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<td>Ms Naomi Flutter</td>
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<tr>
<td>Professor Tim Senden</td>
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<tr>
<td>Ms Sue Holliday</td>
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</tr>
<tr>
<td>Mr Malcolm Snow</td>
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<tr>
<td>Mr Stephen Byron</td>
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**Major Projects Joint Sub-Committee**

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
<td>9</td>
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<tr>
<td>Professor Brian P. Schmidt AC</td>
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### Remuneration Committee

<table>
<thead>
<tr>
<th>Committee member</th>
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<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Mr Graeme Samuel AC</td>
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### Honorary Degrees Committee

<table>
<thead>
<tr>
<th>Committee member</th>
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<td>Professor the Hon Gareth Evans AC QC</td>
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<td>Professor Brian P. Schmidt AC</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Professor Marnie Hughes-Warrington</td>
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<tr>
<td>Professor Margaret Harding</td>
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<tr>
<td>Mr David Miles AM</td>
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<tr>
<td>Professor Suzanne Cory AC</td>
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<tr>
<td>Mr Patrick Dodson</td>
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<tr>
<td>Professor Brian Anderson AO (to 30/06/2016)</td>
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<tr>
<td>Professor Don Rothwell (to 29/09/2016)</td>
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<tr>
<td>Professor Chennupati Jagadish (from 01/07/2016)</td>
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<tr>
<td>Professor Ann McGrath (from 30/09/2016)</td>
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<td>Mr Chris Wilson (to 17/08/2016)</td>
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<tr>
<td>Ms Alyssa Shaw (17/08/2016 to 30/12/2016)</td>
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<tr>
<td>Mr James Connolly (from 01/12/2016)</td>
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### Nominations Committee

<table>
<thead>
<tr>
<th>Committee member</th>
<th>No. of possible meetings</th>
<th>No. of meetings attended</th>
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</thead>
<tbody>
<tr>
<td>Professor the Hon Gareth Evans AC QC</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Professor Brian P. Schmidt AC</td>
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<td>3</td>
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<tr>
<td>Ms Robin Hughes AO</td>
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<tr>
<td>Name</td>
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<tr>
<td>Professor Carmen Lawrence</td>
<td>3</td>
<td>2</td>
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<tr>
<td>Ms Hilary McPhee</td>
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<td>3</td>
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<tr>
<td>Ms Julie Steiner</td>
<td>3</td>
<td>3</td>
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<tr>
<td>Professor Kiaran Kirk</td>
<td>3</td>
<td>2</td>
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Remuneration
The remuneration and performance evaluation of the Vice-Chancellor is managed by the Remuneration Committee, under Council oversight. The Chancellor, as Chair of the Committee, provides an annual written assurance to Council that the Committee has ensured that contractual arrangements are in order, remuneration has been properly developed, and performance objectives have been formulated and measured.

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

Key performance indicators for the new Vice-Chancellor were set in 2016, and achievement of them will be assessed in early 2017.

In 2016, Council continued its policy of not remunerating Council members, but providing a modest honorarium to the Chancellor in recognition of the responsibilities and time involved in the discharge of the office.

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

The Council also continued its regular news updates, which are communicated on the University website, to staff and students of the University following each meeting of the Council. The update provides an overview of current (non-confidential) matters under discussion by the Council, creating a greater awareness of these matters across the University community.

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

Corporate Governance and Risk Office
The Corporate Governance and Risk Office manages the corporate and academic governance functions of the University. It provides governance advice and secretariat support to the Council, all Council Committees, Academic Board, and its Committees. The Director is the University Secretary and oversees the management of the governance frameworks of the University, covering subordinate legislation, policy and delegations of authority. The Director is the Chief Audit Executive of the University and oversees the management of the enterprise risk management framework, fraud control framework and internal audit program on behalf of Council and its Audit and Risk Management Committee.
Conduct, ethics and disclosure of interests

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

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

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

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

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

The Board is the University body responsible for approving new academic programs, reviews of, and amendments to, existing programs, and the disestablishment of programs. Undergraduate and graduate coursework programs, accreditation recommendations come to the Board from the Colleges through the University Education Committee. Higher Degree by Research programs come to the Board from its University Research Committee.

Professor Jacqueline Lo commenced as Chair at the second meeting of the Board in May 2016. Professor Lo’s term as Chair continues until March 2018. Professor Lo represented the ANU Academic Board at the Committee of Chairs of Academic Boards and Senates Conference in Perth in October 2016. Professor Lo has also been collaborating with the Chair, Academic Board at the University of Canberra on Academic Integrity in Higher Education.

During the first half of 2016, a number of changes were made to the elected membership on the Board. The current term of non-ex-officio members will conclude on 1 May 2018 (excluding the appointed student representatives). Professor John Close is the current Deputy Chair of the Board.

‘Hot Topics’ discussed by the Board in 2016 included:

- PhB and Engineering (R&D) market research
- Gender access and equity at ANU
- ANU Vision and Strategic Plan
- Industry and professional-based appointments

During the year, the Academic Board established two working parties comprised of Board members from various areas of ANU, including professional staff and student representatives.

The first working party’s terms of reference included the function and value of the Academic Board and considered three key topics:

1. Functions and constitution;
2. Communications;
3. Profile and value.

The second working party’s terms of reference undertook to map the landscape of Academic Integrity at ANU, including:

1. To document current practice for assuring academic integrity at ANU;
2. To benchmark ANU practice against best practice within Australia and abroad;
3. To recommend ways to better support academic integrity practice for staff and students;

The Board trialled a number of initiatives to increase internal and external communications including:

- **Academic Board Digest**: A newsletter that is published to subscribers after each Board meeting to promote engagement with the ANU community. The digest was promoted in the VC Blog in October 2016 and is also published on the Academic Board website;
- **Academic Board Coffee Sessions**: The Chair met with the elected members in small groups over 3-6 in May and again in October 2016. The meetings provided an informal opportunity for members to discuss issues of the Board and the remit of the role of elected members;
- **Slack trial**: as part of the Academic Board Working Party, the members trialled the use of a communication app ‘Slack’ to assess its viability for use by the Board.
Risk management

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

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

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

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

- establish the context
- risk identification
- risk analysis
- risk evaluation
- risk treatment
- ongoing communication and consultation
- ongoing monitoring and review.

The ERMF is also supported by a robust governance structure that includes:

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

In order to support coherent and consistent risk management across the University and take the ERMF to the next level of maturity, the University is undertaking a 2 year program of work to develop Risk Appetite Statements, underpinned by an assessment of risk tolerance thresholds. During 2016, the initial program of work involved a combination of whole of University Executive and a series of one-on-one discussions with each member of the University Executive to determine the top risks impacting the University’s strategic objectives and the current controls and treatments in place, or planned, to address risks. The next phase of the program will include a facilitated workshop with the Senior Management Group on the University’s appetite for these risks, culminating in the development of risk appetite statements, and action plans to address risk, across the University.

Risk management plans

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

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

- Fraud control – Each College and Service Division within the University undertakes a biennial fraud risk assessment, which informs the development of fraud prevention and control measures across the University and the University’s annual internal audit program. The University is currently reviewing its fraud control framework and associated measures for implementation in 2017.
- Business continuity plans – The University has in place business continuity plans to enhance the University’s resilience to disruptive incidents affecting the University’s essential business functions.
- Crisis management plans – The University has in place crisis management plans to streamline decision-making and ensure effective responses by senior management of the University when a sudden and significant event that threatens to harm the University, its community, or the general public occurs.

In addition, the University undertakes risk assessments in relation to key projects and initiatives to assist with navigation and management of risk issues that may arise over the course of the project’s life.
Audit

External audit

The 2016 Financial Statements audit of the University as a corporate Commonwealth entity and the consolidated entities consisting of the University and its subsidiaries (ANU Enterprise Pty Limited, BRU Holdings Pty Limited and SA2 Holdings Pty Limited) was conducted by the Australian National Audit Office (ANAO) on behalf of the Auditor General in accordance with the requirements of the Public Governance, Performance and Accountability Act 2013 and the Australian Accounting Standards.

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

Internal audit

The ANU Internal Audit Plan 2016-2018 provides the Audit and Risk Management Committee and University management with a strategic overview of planned internal audit activity that is linked to the University’s risk profile, the business environment and the directions the University is striving towards, as set out in the Strategic Plan.

The internal audit plan incorporates a broad range of reviews, ranging from compliance-based, performance improvement to advisory related audits. During 2016, 7 internal audits were undertaken with coverage across a variety of University operations and initiatives, amongst them being:

- Education Services for Overseas Students
- ANU Project Management
- ANU Web Transformation Project
- Annual Giving Program
- Finance & Business Services (F&BS) Transformation Project
- Colleges, Research Schools and Service Divisions IT Security Health Check
- Physical Security

In addition to audits conducted in accordance with the ANU Internal Audit Plan 2016-2018, the internal audit team also undertake management initiated reviews, as required.

Grant audits

The University is required to conduct audits of the financial activities of grants to comply with the requirements set by the grant funding entity. These audits verify whether the statement of income and expenditure accurately summarises the financial records of the grant and provides an assurance that funds have been expended in accordance with the relevant grant agreement. The statement of income and expenditure of grants is audited by an internal auditor or by an independent external auditor with the results and corrective action plans forwarded to the funding body as required by the operating legislation and/or grant agreement.
During 2016, 19 internal and 7 external audits were conducted to audit $43.5 million of grant funds.
Controlled entities
In 2016, the University had four controlled entities overseen by the Finance Committee and the Council:

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

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

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

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

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

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

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

The following new legislative instruments were enacted in 2016:

**Statutes**

- Council (Elections) Order 2016 (repealing the Membership of the Council Statute 2010, Membership of the Council Rules 2013 and Membership of the Council (Heads of Faculties and Research Schools) Rules 2014)
- National Centre for Indigenous Genomics Statute 2016

**Rules**

- Coursework Awards Rule 2016 (repealing the Coursework Awards Rule 2015)
- Council (Elections) Rule 2016
- Academic Board and Committees Rule 2016 (repealing the Academic Board and Committees Rules 2014)
- Coursework Awards Rule 2016 (No. 2) (repealing the Coursework Awards Rule 2016)
- Assessment Rule 2016 (repealing the Assessment Rule 2015)
- Research Awards Rule 2016 (repealing the Research Awards Rule 2015)
- Fees Rule 2016 (repealing the Fees Rule 2015 and the Fees (General) Order 2016)

**Orders**

- Information Infrastructure and Services Order 2016 (repealing the Information Infrastructure and Services Order 2015)
- Fees (Additional Courses) Order 2016
- Council (Elections) Order 2016 (No. 1)
- Council (Elections) Order 2016 (No. 2) (repealing the Council (Elections) Order 2016 (No. 1))
- Fees (General) Order 2016 (repealing the Fees (General) Order 2015 and Fees (Additional Courses) Order 2016)

**Policy governance**

The University has established a Policy Governance Framework, which provides the structure within which University policies, procedures, standard and guidelines are developed, approved and reviewed. The Framework is intended to enhance the quality, understanding, accessibility, and compliance with policies, procedures and related documents by officers, staff and students of the University. The Framework is supported by an online ‘Policy Library’ (https://policies.anu.edu.au), and by a comprehensive training program for staff which is regarded as best practice in the higher education sector.
Delegations of authority

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

In 2016, the University continued to implement its strategic program of review for the Delegations Framework, focussing this year on developing and implementing a revised series of financial delegation limits for senior officers of the University; undertaking initial work on the incorporation of delegation information into position management, as part of a proposed upgrade to the online delegations system; and a review and refresh of the Framework to bring it into line with current policy and legislation.

Disclosure of material activities and events

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

The principal mechanism through which the University keeps the Minister for Education and Training and the Finance Minister informed is through the Annual Report, which is tabled in Parliament. The Council also provides a report to the Minister for Education and Training on the National Institutes Grant regarding outcomes delivered.

More generally, and in accordance with section 19, the Council has resolved to delegate day-to-day responsibility for notification of significant decisions and issues, to the Vice-Chancellor (noting that Council still retains ultimate accountability); and requires that a report be provided to Council, at its next practical meeting, after each notification occurs.

In 2016, the University notified the Minister of one significant decision, for the purposes of section 19. This related to a decision to enter into a new 30-year concession agreement with Morrison and Co over nine student residences. The long-term arrangement ensures the University retains ownership of the residences and continued responsibility for student accommodation operations, but will give the University the opportunity to upgrade and improve its student accommodation, and help meet the strong demand for student accommodation on campus.

Indemnities and insurance for University officers

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

Similar indemnities have been granted to members of the ANU Council, ANU appointments to external company boards and non-ANU employees who serve on ANU committees.
Professional indemnity insurance and other appropriate insurances, including Directors and Officers Liability Insurance, have been acquired on terms and conditions that are consistent with provisions in the *Public Governance, Performance and Accountability Act 2013*.

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

**Internal grievance procedures**

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

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

**Information Publication Scheme**

As an agency subject to the *Freedom of Information Act 1982*, ANU is required in Part II of that Act to publish information to the public as part of the Information Publication Scheme (IPS).

In accordance with IPS requirements, the University displays on its website (at [http://foi.anu.edu.au](http://foi.anu.edu.au)) a high volume of operational information. The IPS section of this site contains links to information that is available and commonly requested.
University Officers

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

Pro-Chancellor
Ms Robin Hughes AO BA MA Syd

Vice-Chancellor and President
Professor Brian Schmidt AC, BSc, Arizona, MSc PhD Harvard, FAA, FRS, NAS, SFHEA

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

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

Executive Director,
Administration and Planning
Mr Chris Grange BA UNSW, MComm W’gong

Pro Vice-Chancellor (Innovation)
Professor Shirley Leitch BA MA(Hons) PhD Auck

Pro Vice-Chancellor (Research and Training)
Professor Jennifer Corbett BA(Hons) ANU, MA Oxon, PhD Michigan (to 30.9.16)

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

College Dean, ANU College of Engineering and Computer Science
Professor Christopher Dietrich BA(Lit) UNSW, MA, PhD Adelaide, ANU, UNSW (to 20.10.16)

College Dean, ANU College of Business and Economics
Professor Veronica Taylor BA(Hons) LLB Monash, LLM Washington (to 3.10.16)

College Dean, ANU College of Asia and the Pacific
Professor Michael Wesley BA(Hons) UQ PhD St Andrews (from 3.10.16)

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

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

Dean of Medicine and Health Sciences,
ANU College of Medicine, Biology and Environment
Professor Nicholas Glasgow MBH MBChB, GradDipFamMed Monash, GradCertEdStudies Syd, MD Auck, FRNZGP

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

College Dean, ANU College of Engineering and Computer Science
Professor Ian Whalley PhD ANU, Visitor Cambridge, DPhil Oxon

Director, ANU College of Asia and the Pacific
Professor Veronica Taylor BA(Hons) LLB Monash, LLM Washington (to 2.10.16)

Professor Michael Wesley BA(Hons) UQ PhD St Andrews (from 3.10.16)

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

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

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

Dean of Medicine and Health Sciences,
ANU College of Medicine, Biology and Environment
Professor Nicholas Glasgow MBH MBChB, GradDipFamMed Monash, GradCertEdStudies Syd, MD Auck, FRNZGP

Director, Australian Centre on China in the World
Dr Benjamin Penny BA(Hons) Sydney, MPhil Cambridge, PhD ANU

Director, Australian National Centre for the Public Awareness of Science
Professor Joanne Leach BA, BSc(Hons) Illinois, MA, PhD Pitt

Director, Coral Bell School of Asia Pacific Affairs
Professor Michael Wesley BA(Hons) UQ PhD St Andrews (to 2.10.16)

Dr Brendan Taylor BSc(Hons) WaiKato, MA PhD ANU (acting from 3.10.16)

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

Director, John Curtin School of Medical Research
Professor Simon Foote MBBS PhD Medb DSc Tas FSfSc (RCPA), FAA, FAHMS, FTSE

Director, Mathematical Sciences Institute
Professor Peter Bouwknegt PhD Amsterdam, MSc Utrecht, FAcustMS, FAIP

Director, National Centre for Indigenous Studies
Professor Michael Dodson AM LLB Monash, Hon DLitTechnol Syd, Hon LLD NSW, D UC (Hc)

Director, School of Regulation and Global Governance
Professor Sharon Friel BSc Glasgow, MSc PHIreland, Galway

Director, Research School of Accounting and Business Information Systems
Professor Juliana Ng BCom Macc PhD UWA, FCFA

Director, Research School of Astronomy and Astrophysics
Professor Matthew Colless, BSc(Hons) Sydney, PhD Cambridge, FAA, FRAS

Director, Research School of Biology
Professor Allen Rodrigo PhD DSc Canterbury NZ FRSNZ

Director, Research School of Economics
Professor Rabee Tourky BCom(Hons) PhD Qld

Director, Research School of Chemistry
Professor John Carver BSc Adelaide, PhD ANU FRACI

Director, Research School of Computer Science
Professor Alister Perren BSc(Hons) Dunelm, PhD Sydney

Director, Research School of Earth Sciences
Professor Stephen Egins BAppSc(Hons) UNSW, PhD Tas

Director, Research School of Engineering
Professor Robert Mahony BSc(Hons) PhD ANU, SMIEEE, FIEEE (to 31.8.16)

Professor Saman Halgamuge BSc Eng, Monash, Dipl.Ing, Dr.Ing TU Darmstadt, SMIEEE (from 1.9.16)

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

Director, Research School of Humanities and the Arts
Associate Professor Kylie Message BA(Hons) PhD Medb (acting to 3.10.16)

Professor William Christie BA Syd, DPhil Oxon, FAAA (acting from 3.10.16)

Director, Research School of Management
Professor Byron Keating BBus(Hons) Newcastle, PhD Newcastle

Director, Research School of Physics and Engineering
Professor Tim Senden BSc(Hons) PhD ANU

Director, Research School of
Population Health
Professor Archie Clements
BSc(Hons) Syd, MM Glas
PhD Lond

Director, Research School of Psychology
Professor Michael Kyrios
BA Melb DipEdPsy Monash
MPsych(Clinical) PhD La Trobe
FAPS MCCP FAACT

Director, Research School of Social Sciences
Professor Catherine Waldby
BA UQ MA(Hons) Syd, PhD Murdoch FASSA

Director, School of Culture, History and Language
Professor Ken George
BA Tufts, MA North Carolina-Chapel Hill, MA PhD Mich (to 8.2.16)
Professor Simon Haberle BA(Hons) PhD ANU (from 9.2.16)

Dean of Students
Associate Professor Paula Newett
BSc(Hons) La Trobe, PGDip(SciEd) Curtin PhD PhD La Trobe

Chief Financial Officer & Director, Finance and Business Services
Mr Alastair Sinnot
BSc(Hons) ACA Loughborough

Chief Information Officer & Director, Information Technology Services
Ms Karen Hill
BMLt UC, MMLt ANU, IMM

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

Director, Centre for Higher Education, Learning and Teaching
Mr Glen O’Grady
BA(Hons), MA Monash, PGDHE NTU, ACTA IAL, SFHEA

Director, Corporate Governance and Risk Office
Ms Kathleen Molloy
BA(Hons) La Trobe, MMLt (Organisational Systems) Monash

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

Director, Facilities and Services
Ms Christine Altard

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

Director, International
Anne Baly
BSc QLD

Director, Major Projects
Mr Robert Hitchcock
BSc (Hons) UC, DipPropInsv&Fin, PCA, GradCertMgt UNSW

Director, Marketing Office
Ms Tracy Chalk
BA UNSW (to 20.2.16)
Ms Syke Rickey
MA UOW, BTM TAS (acting 27.2.16 to 15.5.16)
Mrs Elizabeth Ryley
DipCAM London, BA Visual Comms, CPIT, MBA Sheffield Hallam
(from 10.5.16)

Director, North America Liaison Office
VACANT

Director, Planning and Performance Measurement
Ms Michelle Hilton
BCom W’gong

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

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

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

Director, Service Improvement Group
Dr Michael Nelson
BSc(Hons) UNSW PhD UNSW

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

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

Director, Student Recruitment and Admissions
Ms Angela Watkins
BA(Hons) Birmingham, MSc London (to 30.11.16)
Sarah Hawkins
BCom (Hons) Queens (acting from 19.9.16)

Director, Technology Transfer Office
Dr Fiona Nelems
BSc(Hons) ANU, PhD Flinders

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

Registrar, Student Administration
Mr Mark Erickson
BScScic UNSW (to 29.7.16)
Joan Angel
BCom UQ (acting from 30.7.16)

Registrar, Student Life
Mrs Lynda Malhey
GradDipTeach PostGradDipEd, PostMSc(Hons) BA MA Flinders Ed

General Counsel
Mr Philip Harrison
BA LLB(Hons) Syd, Barrister & Solicitor

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

Head, Bruce Hall
Dr Rochelle Wilkins Tate
BS, MSED Illinois State University, USA
PhD Capella University, USA

Head, Burton & Garran Hall
Mr Jannyl Mosley
BA, MCounselling Services Rider University

Head, Fenner Hall
Dr Jasmine Jury
BSc(Hons), Massey, PhD ANU (to 19.6.16)
Mr Samitha Ramanayake
BBiotech (Hons) ANU (acting from 20.6.16)

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

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

Officers for Ceremonial Occasions
Marshal
Mr Selwyn Harcourt Cornish
AM BEc(Hons) WAust
Ms Lorena Kanellopoulos
DipPRM, GradCertMgt, MMLt ANU (alternate)

Esquire Bedel
Dr Ian Walker
BA DipEd Syd, MA Macq, PhD UNSW
Ms Lorena Kanellopoulos
DipPRM, GradCertMgt, MMLt ANU (alternate)
Academic Structure of the University

ANU College of Arts and Social Sciences
- Research School of Humanities and the Arts
- Research School of Social Sciences

ANU College of Asia and the Pacific
- ANU Crawford School of Public Policy
- School of Culture, History and Language
- Coral Bell School of Asia Pacific Affairs
- School of Regulation and Global Governance
- Australian Centre on China in the World

ANU College of Business and Economics
- Research School of Accounting
- Research School of Finance, Actuarial Studies and Statistics
- Research School of Management
- Research School of Economics

ANU College of Engineering and Computer Science
- Research School of Computer Science
- Research School of Engineering

ANU College of Law

ANU College of Medicine, Biology and Environment
- Fenner School of Environment and Society
- John Curtin School of Medical Research
- Research School of Biology
- ANU Medical School
- Research School of Population Health
- Research School of Psychology

ANU College of Physical and Mathematical Sciences
- Mathematical Sciences Institute
- Research School of Astronomy and Astrophysics
- Research School of Chemistry
- Research School of Earth Sciences
- Research School of Physics and Engineering
- Australian National Centre for the Public Awareness of Science

National Centre for Indigenous Studies

The University structure can be viewed at page XX of this report or at:

http://www.anu.edu.au/about/leadership-structure/academic-areas
External locations of major activities and facilities

ANU School of Clinical Medicine

ANU College of Medicine, Biology and Environment
The Australian National University
The Canberra Hospital
Yamba Drive
Garran ACT 2605

Mount Stromlo Observatory

Research School of Astronomy and Astrophysics
ANU College of Physical and Mathematical Sciences
The Australian National University
Cotter Road
Weston Creek, ACT 2611

Kioloa Coastal Campus

Facilities and Services Division
The Australian National University
496 Murraramang Road
Kioloa NSW 2539

North Australia Research Unit (NARU)

Facilities and Services Division
The Australian National University
23 Ellengowan Drive
Brinkin (Darwin) NT 0810

Siding Spring Observatory

Research School of Astronomy and Astrophysics
ANU College of Physical and Mathematical Sciences
The Australian National University
National Park Road
Coonabarabran NSW 2357
A SAFE, HEALTHY & SUSTAINABLE WORK ENVIRONMENT

This statement reports on work health and safety matters at ANU as per the requirements of the Work Health and Safety Act 2011 (Cth) and as mentioned in the Resource Management Guide No. 136, Annual reports for corporate Commonwealth entities (July 2016).

Managing work health and safety risk forms the core of work health and safety (WHS) at ANU. The University has a broad WHS risk profile associated with its research, teaching and operations, including specific risks associated with work in laboratories and workshops, as well as field work both within Australia and overseas. The risk profile covers hazardous materials including asbestos, chemicals, biologicals and radiation, as well as electrical and body stressing (e.g. occupational overuse and manual handling) hazards.

ANU is committed to providing a workplace that is safe and healthy for all staff, students, contractors and visitors; is without risk to the environment; and complies with the Work Health and Safety Act 2011 (Cth) and other relevant legislation, regulations, national standards and codes of practice. The University manages WHS through the Human Resources Division, Work Environment Group (WEG). The WEG also has responsibility for injury prevention, injury management, the ANU Wellbeing Program and provides support to staff with disability.

During 2016, WHS knowledge within the University was strengthened through 30 types of courses delivered (72 separate course sessions). There were a total of 747 participants - staff and students being trained.

The number of work-related incidents reported in 2016 (544) was higher than that of 2015 (510). The KPI goal for WHS was a 25 per cent reduction in LTI and MTI and this was delivered (36 per cent reduction in LTIs and 12 per cent reduction in MTIs). There was also a significant decrease in accepted compensation claims receipted by Comcare in 2015 (22) to 17 accepted claims in 2016, which represents a 23 per cent reduction in claim numbers.

ANU provided compliance data to The Australian Radiation Protection and Nuclear Safety Agency (ARPANSA), the Australian Safeguards and Non-Proliferation Office (ASNO), and the National Industrial Chemicals Notification and Assessment Scheme (NICNAS). An ARPANSA audit was conducted in October 2016. The inspection did not identify any areas of non-compliance with the requirements of the Act, the Regulations, or licence conditions.
<table>
<thead>
<tr>
<th>Metric</th>
<th>2016 Total</th>
<th>2015 Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Aid Injuries (Total)</td>
<td>100</td>
<td>79</td>
</tr>
<tr>
<td>Medically Treated Injury (MTI)</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Medically Treated Injury Frequency Rate (MTIFR)</td>
<td>1.41</td>
<td>2</td>
</tr>
<tr>
<td>Lost Time Injuries (LTI)</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Lost Time Injury Frequency Rate (LTIFR)</td>
<td>0.47</td>
<td>0.94</td>
</tr>
<tr>
<td>Lost time injuries (&gt; 1 week)</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>Total Recordable Injury (TRI)</td>
<td>120</td>
<td>104</td>
</tr>
<tr>
<td>Total Recordable Injury Frequency Rate (TRIFR)</td>
<td>11.25</td>
<td>12.2</td>
</tr>
<tr>
<td>Average Time Lost Rate per LTI&gt;1 week (ATLR)</td>
<td>57</td>
<td>61</td>
</tr>
</tbody>
</table>

**General Definitions**

- **Lost Time Injury (LTI)** – Workplace Injury significant enough to require admission to a hospital and the next full scheduled day of work missed; does not include aggravation of pre-existing injuries and must be the result of an event and not controlled by the Universities Safe Systems of Work.
- **Lost Time Injury Compensable (LTIC)** – Any injury or illness which occurred in the workplace, which has been accepted as a compensable claim (see Table 2)
- **Medical Treatment Injury (MTI)** – Injury significant enough to require professional medical attention. Example: Stitches, prescription drugs.
- **Total Recordable Injury** – Sum of LTI + MTI + FAI
- **Average Time Lost Rate (ATLR)** – Rolling Frequency rate calculated by the cumulative number of weeks (LTIs greater than 1 week) / number of hours worked in the previous rolling 12 Month period. This number as a frequency will continue to increase until the worker returns to work.

**Serious notifiable incidents 2016**

The following serious incidents were notified to Comcare during 2016. Of these, one investigation is open, awaiting the findings of a coronial inquest to be concluded.

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/01/2016</td>
<td>University House</td>
<td>Precautionary Notification of possible electric shock</td>
<td>Closed</td>
</tr>
<tr>
<td>29/02/2016</td>
<td>Soil Yard</td>
<td>Precautionary Notification of external dumping of suspected Asbestos Material on University grounds</td>
<td>Closed</td>
</tr>
<tr>
<td>19/04/2016</td>
<td>North Oval</td>
<td>Precautionary Notification, not work related. Student death from apparent suicide</td>
<td>Ongoing</td>
</tr>
<tr>
<td>11/05/2016</td>
<td>Operating Theatre Moruya Hospital NSW</td>
<td>Precautionary Notification, Student head injury during viewing of a medical procedure. May have been related to a flu-like illness.</td>
<td>Closed</td>
</tr>
<tr>
<td>08/09/2016</td>
<td>Car park opposite NCI Facility. Demolition work by contractor</td>
<td>Contractor was using a mechanical excavator has damaged underground street lighting cables as part of demolition process. No injury occurred, damage to underground cable (street lighting) that was not isolated at time of incident.</td>
<td>Closed</td>
</tr>
</tbody>
</table>
Callout story – Workers’ Compensation Self-Insurance Project

The Workers’ Compensation Self-Insurance project has been exploring insurance arrangements with Comcare and preparing the University to make the move to self-insurance.

The University is proposing to apply for a self-insurance licence that will allow ANU to insure its employees against workplace injuries and administer its own claims process.

A self-insurance licence application was submitted to the Safety Rehabilitation and Compensation Commission in December 2016, with a decision to be made in March 2017 for a proposed implementation date in July 2017.

The University believes that self-insurance will provide employees with improved work health and safety conditions along with better rehabilitation and injury management services.

Callout story – Chemical Management System

During 2016, the University transitioned to a new Chemical Management System (CMS).

The new CMS will provide a fully integrated hazardous material management system to assist staff and student manage chemicals from purchasing to disposal.

It can assist areas to reduce their chemical inventory, saving money and reducing the potential for an incident.
THE ENVIRONMENT

This statement has been prepared to comply with section 516A of the Environment Protection and Biodiversity Conservation (EPBC) Act 1999.

ANU aims to provide a research and study environment that meets the world’s best sustainability practice. Sustainability initiatives are guided through the Environmental Management Plan (EMP), which sets out targets in relation to buildings, energy, water, waste, transport, biodiversity, pollution, heritage and culture. ANU is now working from its fourth Environmental Management Plan 2016-2020.

Targets

The EMP outlines the sustainability targets to be achieved by 2020 in reference to a 2014 baseline year. These targets aim to improve campus sustainability and include:

- reducing energy use per person by 20 per cent and energy carbon emissions by 30 per cent.
- reducing potable water use per person by 50 per cent, including removing all potable water use from landscape irrigation
- increasing sustainable commuting to 80 per cent and reducing fleet emissions by 20 per cent
- reducing per person waste to landfill by 20 per cent and increasing the recycling rate to 85 per cent
- reducing emissions of key pollutants to the environment, as a result of activities undertaken by the University, by 25 per cent.

A complete list of targets can be found in the EMP.

Results

Energy

Total campus energy emissions have increased by 1 per cent in comparison to 2014 baseline levels as referenced in Figure 1. Energy use has decreased by 3 per cent per person over the same period. Energy initiatives implemented in 2016 have contributed to the reduction in energy use per person.

![Total campus energy emissions (CO2e)](image)

Figure 1: Total campus energy emissions (CO2e)
Total potable water use has decreased by four per cent* across the campus since 2014 as referenced in Figure 2. Water initiatives undertaken in 2016 have reduced total water use per person by 11 per cent* (36 kL to 32 kL) based on 2014 baseline levels.

* Data assumed for December 2016

**Figure 2: Water use per person (kL)**

**Transport**

In 2016, fleet vehicles managed by ANU had an emission reduction of almost 15 per cent* from 2014 baseline levels. Emissions generated through rental cars used for business purposes at ANU are now being accounted for as part of the overall vehicle fleet emissions. Therefore, the overall fleet emissions (including rental cars) have resulted in an overall reduction of nine per cent* as referenced in Figure 3.

* Data assumed for December 2016

**Figure 3: Vehicle fleet emissions (CO2e)**
Waste

Total waste to landfill decreased by almost 24 per cent compared to 2014 baseline levels (1235 tonnes to 944 tonnes). The recycling rate has decreased to 49 per cent as referenced in Figure 4. The reductions in recycling can be attributed to more accurate reporting.

![Recycling rate graph](ATTACHMENT 14.1)

**Figure 4: Recycling rate (%)**

Initiatives

Energy

Over 360 new smart meters were installed in all buildings at the Acton Campus and connected to the Building Management System platform. The rollout of the smart meters enables ANU to measure and manage electricity usage for buildings with an overall goal to achieve energy savings as per the Environmental Management Plan 2016-2020. The smart metering program will also enable Facilities and Services to cost recover electricity use for these buildings electronically (which had previously been achieved) manually.

Two lighting energy reduction projects have been completed at Toad Hall and Ursula Hall. The program replaced all fluorescent lights in the buildings to new LED technology and installed Residual Current Devices for safety.

An Energy Reduction Initiative program is well underway to replace a number of main building air conditioning plants that were energy intensive and reaching end of life. The installation of new smart metering, high level interfaces between the Building Management System and the building HVAC plant will enable Facilities and Services to ensure the plant is operating optimally to reduce energy consumption.

Smart gas and water data loggers using the 3G mobile phone network have been rolled out across the Acton Campus. The loggers upload the gas and water meter data directly to a web portal. This data then feeds into the Building Management System to allow Facilities and Services and Building Managers to carry out advanced data analysis and set automatic alarms for periods of high consumption.
Biodiversity

The draft Biodiversity Management Plan 2016-20 is currently under review. The plan provides a framework for managing the University’s biodiversity values under the Environment Protection and Biodiversity Conservation Act 1999 and incorporated consultation feedback from the Federal Department of the Environment and the wider community.

Biodiversity monitoring too continued, including monthly water quality sampling of Sullivans Creek as part of the wider ACT Waterwatch program and an annual Frogwatch survey that is conducted with the help of student volunteers.

Students and staff participated in a range of biodiversity activities, including a Birdwatching for Beginners course, Sullivan’s Creek Clean-Up, and tours of Old Canberra House Grassy Woodlands.

Waste and recycling

A new waste and recycling contract was implemented in 2016. The service will manage most major streams across the University, including general waste, commingled recycling, paper and cardboard and e-waste. With the technology and systems that the dedicated waste vehicles utilise, ANU is able to obtain a superior level of reporting. Bins are tracked by GPS and weights of bins emptied are recorded, enabling efficiency and accuracy in actual costs. This method reflects the true cost of waste disposals and encourages the schools and colleges to generate less waste and divert waste from landfill.

The new waste contract enables all buildings to have the ability to recycle all commingled, paper and cardboard, which will increase recycling across the campus, as only general waste was offered previously. A secure waste disposal service is also offered under the contract at no cost to departments due to ANU dedicated trucks being certified to carry confidential/secure paper. This has provided the University with a considerable saving during 2016 and will continue over the life of the contract.

Environmental risk

ANU continues to steadily approach a ‘best practice’ of 20 per cent residual environmental risk across campus. ANU has been implementing a coherent program for environmental risk management since 1998. A campus-wide assessment of the risk of University activities polluting the environment was undertaken. Latest results show a reduced overall risk of 27 per cent due to new infrastructure, equipment and safety practices.

Water

The Sustainability and Heritage Office has successfully introduced a water metering program across the ANU Campus. Over 170 data loggers have been installed and have already identified leakages across the campus. Engineering and Technical Services and Maintenance are managing these buildings with high overnight base loads by repairing leaking/dripping taps and toilets in these buildings in a timely manner. One building had a baseline water consumption of approximately 20 litres per minute and after maintenance repairs to fix the leaks, consumption had dropped to approximately 3 litres per minute. This equates to a water saving over 12 months of 8,935 kL and a cost saving of $46,000. Building Managers will be provided with access to the website, enabling them to check the water consumption of their buildings in real time.

Transport

ANU Carshare was launched in 2016. ANU carshare is an innovative sustainable transport option available to University staff and HDR students for business and private use. This leading-edge model not only delivers a corporate fleet solution but also nurtures a sustainable transport culture amongst staff and students. The ANU Carshare fleet consists of 14 vehicles ranging from small cars up to two 12-seater buses, with the growth
of the fleet expected in the near future. In 2017, ANU Carshare will be available to all students for business and private use, reducing the need for student car ownership.

Ten cars were removed from the ANU pool vehicles and replaced with 14 more fuel efficient Carshare cars (minimum Four Green Star Rating). A further nine vehicles were removed from the ANU vehicle fleet and not replaced. This has contributed to the nine per cent decrease in fleet vehicle emissions (including rental cars) since 2014.

Heritage

ANU was awarded two heritage grants in 2016 to support ongoing conservation and outreach activities. A major grant was received to redevelop the landscape connection between the Director’s Residence and Commonwealth Solar Observatory at Mt Stromlo Observatory, and a smaller project undertaking oral histories for prominent Canberra/ANU figures was also allocated.

The Heritage Officer has provided advice for major and minor projects including Student Accommodation 5 (SA5), SA6 (Bruce and Wright Halls), the new CASS Building, the Physics Precinct masterplan, Union Court redevelopment, the new facility for CECS and MSI and projects at the School of Music, School of Art, Coombs and Law. Significant liaison has also been undertaken with the Department of Environment and Energy, ACT Government and the National Capital Authority.

ANU Heritage ran a series of events for the ACT and Region Heritage Festival with over 150 participants. Activities included guided tours of the Acton Campus and Mt Stromlo Observatory as well as tours of the Lindsay Pryor Walk which was completed in 2016.

The Aboriginal Heritage Trail for the Acton Campus is in the final stages of completion and has included consultation with all four Representative Aboriginal Organisations in the ACT. This project is the first of its type at ANU and has already seen significant support and participation from internal and external community members through guided tours by Aboriginal Elders.

ANU Heritage has contributed significantly to the redevelopment of the Mt Stromlo Visitor Centre, which opened in August, and in the official launch of the Siding Spring Visitor Centre and open day.

ANU Heritage was nominated for the National Trust of Australia Heritage Awards, receiving an award for the Mt Stromlo Observatory Heritage Management Plan. ANU Heritage was also nominated for an ANU Media Award for the Mt Stromlo Observatory Visitor Centre.
A copy of the annual financial statements and the Auditor-General’s report must be included in each department’s annual report tabled in the Parliament. The annual report must include audited financial statements prepared in accordance with the PGPA (Financial Reporting) Rule 2015
Glossary

[marketing]
RSPE Precinct Master Plan Objectives

RSPE Precinct Master Plan

_A strategic framework to guide the redevelopment of the RSPE Precinct_
_A strategy to allow RSPE to reach its potential for growth and excellence in research and learning_
_A functional, built form and infrastructure strategy to provide high performance facilities that the current Precinct lacks._
_A staged development as a logical, functional, cost effective and prioritized sequence underpinned by a strong design strategy._
_Stage 1 delivers priority requirements for clean rooms and stable labs_
_Each stage cumulatively contributes to an integrated whole_
_Redundancy and duplication of new works is minimized, operational continuity is maintained, disruption minimized and the number of moves of laboratories limited to one where possible._
# The precinct master planning process

A deeply consultative engagement process and a highly detailed exploration with the RSPE community and external stakeholders

- Workshops
- User group detailed sessions
- Open staff presentations
- Project Control Group

## Vision
- Visioning Workshop to set the context and vision for RSPE

## Understand
- Detailed tour of existing facilities
- Meeting with each dept
- Understand and map current space population
- Survey
- Precinct Heritage Assessment

## Challenge
- Challenge Workshop
- Developing a set of guiding principles
- Best practice precedent tour
- Explore alternative ways of working and space models
- Evaluate opportunities and constraints

## Develop
- Deep-dive consultation sessions with user groups
- Consultation with Authorities
- Preliminary Functional Design Brief
- Explore alternative master plan strategies

## Explore
- Explore opportunities and constraints
- Evaluation of the options against an assessment framework
- Review in an Options Workshop
- Cost Plan / Life Cycle Costs
- Develop preferred option with staging

## Evaluate
- Evaluates opportunities and constraints
- Endorsement by RSPE, FSD and ANU Planning Committees

## Document
- Prepares final Master Plan
- Project Risk and Opportunities Register and Assessment
RSPE Vision

THE PHYSICS PLACE
“Where physics discovery and excellence meet innovation and opportunity”

Guiding Principles

Research-led education
Bringing research and learning together

Collaboration
A network of places to facilitate interaction and the exchange of ideas

People
People are the greatest asset of RSPE

Engagement
A place that excites and educates the public about physics

Sustainability
Demonstrating the RSPE commitment to, and engagement in, a sustainable world

Design excellence
A building that reveals and celebrates the activity within

Flexibility and adaptability
Flexible, agile and adaptable space and infrastructure

Functional performance
High performance facilities
Functional strategy

Shared laboratory infrastructure to optimize utilization, agility and flexibility

Open plan office workplace configured in tribes to maintain group identity and esprit-de-corp
**Master plan area + population**

**Existing area total**
- 19,530 sqm UFA
- 28,380 sqm GFA

**Proposed area total:**
- 25,000 sqm UFA
- 47,500 sqm GFA

**Basis**
RSPE figures include DQS
Average building efficiency of 50-55% as a highly serviced laboratory complex
20% allowance for future growth

**Population Summary**

- +24% HDR students
- +20% staff

**Area summary**

- 67% more gross area
- 26% more usable area
Consolidate DQS to the RSPE Precinct Campus connection:
- a northern pedestrian access along Sullivan's Creek
- an eastern vehicular address along Mill Road
Demolished buildings

Demolition of:
- Le Couteur S1
- Applied Maths S1
- Oliphant link S1
- Cockcroft west end S2
- Ion Accelerator S3
- Nuclear Physics S3

Dishes removed and relocated

Legacy buildings

Le Couteur

Cockcroft

Applied Maths

Oliphant
Site strategy

Retaining and reinforcing vegetation

Vehicular access
A new service + workshop access to the north
A new arrival plaza at the end of Mill Rd

Pedestrian & cycle access

Circulation hierarchy and clarity
**Core**

The CORE elements are the primary functional spaces of the scheme (labs) and the crisp forms reflect the purity of the internal planning.

**Glue**

Highly glazed connecting forms bind together new boxes and existing buildings. The GLUE binds all the high occupancy people places together (ie. workplace, meeting, auditorium, teaching, circulation and social spaces).

**Green**

Courtyards create an open space structure for outlook, amenity and way-finding. Courtyards provide connectivity to native landscape perimeter and visual connectivity into the precinct.
RSPE functional clusters

Laboratory functional clusters

Office workplace and collaboration strategy
Proposed massing
Staging and Cost

Stage 1
$150m

Stage 2
$140m

Stage 3
$86m

Stage 4
$30m

Current program status:
PSP Stage 1 + 2 underway

FSP Stage 1 to commence April 2017

Construction commences 2018
Precinct scale and form

View from west from Parkes Way

View from south across Lake Burley Griffin
Existing and Proposed

Existing

Proposed
To be read together with the Constitution currently in force (Appendix B) and the revised Constitution (Appendix C).

**AMENDMENT 1**

**SUMMARY: Changing the title of the Constitution**

**Amendment:**

**Rationale:**
- Added the work ‘Incorporated’ to reflect the legal name and status of the Society.

**Outcome:**
Passed at Special General Meeting

**AMENDMENT 2**

**SUMMARY: Restructuring the Constitution**

**Amendment:**
Changing the order of the sections and grouping of the sections into Parts I – IV.

**Rationale:**
- This change was made so the sections of the document are more coherent, cohesive and in a logical order (i.e. by grouping similar sections into relevant Parts). This is purely for ease of reading and ‘navigating’ the document. Accordingly, section numbers have changed.
- This was not a substantive change and does not affect any content of the Constitution.

**Outcome:**
Passed at Special General Meeting
AMENDMENT 3

SUMMARY: Amending the section titles

Amendment:
Changing and adding to the titles of sections in the Constitution – relevantly sections 1 and 19. These section titles now read (underlined = added text):

1. Name and Nature
19. Duties of the Committee Directors and Officers

Rationale:
• This amendment means that the titles will more accurately reflect the contents of the sections.

Outcome:
Passed at Special General Meeting

AMENDMENT 4

SUMMARY: Inserting section 1.2

Amendment:
Inserting section 1.2. This section reads:

1.2. The Society is Incorporated in the Australian Capital Territory.

Rationale:
• This section is inserted to update and accurately reflect the Society’s status as an incorporated association.
• This is common practice for similarly constituted associations, and was advised by the bank.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 5

SUMMARY: Inserting section 2: ‘Interpretation’

Amendment:
Inserting section 2: ‘Interpretation’ into the Constitution. This section reads:

2. Interpretation
   2.1 In this Constitution, unless a contrary intention appears:
      2.1.1 *Act* means Associations Incorporation Act 1991 (ACT);
      2.1.2 *ALSA* means the Australian Law Students’ Association Incorporated;
      2.1.3 *ANUSA* means the ANU Students' Association;
      2.1.4 *College* means the ANU College of Law;
      2.1.5 *Committee* means the elected and appointed members of the Society responsible for the carrying out the objects of the Society;
      2.1.6 *Executive* means the elected President and Vice-Presidents of the Society responsible for the management of the Society;
      2.1.7 *International students* includes exchange students;
      2.1.8 *PARSA* means the Postgraduate and Research Students’ Association;
      2.1.9 *University* means the Australian National University.

Rationale:
- To clearly define certain acronyms or terms with special meaning to be used throughout the instrument. Most are self-explanatory.
- We felt it important to spell out the high-level functions of the Executive and Committee, as this was not done elsewhere.
- The inclusion of ‘exchange students’ within the definition of ‘international students’ was deemed important, to ensure that the newly reinstated International Students Director also represented the interests of exchange students, due to some overlapping needs/interests.

Outcome:
Passed at Special General Meeting

AMENDMENT 6

SUMMARY: Inserting numbers where relevant

Amendment:
Inserting numerals in brackets throughout the Constitution after the written form of the numbers wherever they appear (for example: “a petition signed by twenty (20) members”).

Rationale:
- This is simply an addition to the document which makes it more professional and easy to search for a relevant section referring to numbers.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 7

SUMMARY: Amending position titles where relevant

Amendment:
Amending the position and portfolio titles throughout the document to accurately reflect their proper names. All Vice-President position titles will be referred to as Vice-President (Portfolio). Directors and Officers are now consistently referred to as their correct title throughout the document (where a position was referred to as both ‘X Director’ and ‘X Officer’ at different locations, they now all read ‘X Director’).

Rationale:
• The current Constitution inaccurately reflects the position titles (e.g. Administration Vice-President, or Publicity portfolio)
• These changes are for consistency purposes.

Outcome:
Passed at Special General Meeting

AMENDMENT 8

SUMMARY: Amending section references for accuracy post-restructure

Amendment:
Amending the references to section numbers throughout the document so they are accurate post-restructure.

Rationale:
• This is purely an administrative amendment so the document is coherent and correct.
• There were also incorrect references to sections throughout the document after previous Constitutional amendments, so now all references to sections are correct.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 9

SUMMARY: Amending section 4.2.2 and 4.2.3

Amendment:
• Changing the time period in section 4.2.2 (as it is now numbered in the amended Constitution) from 7 days to 21 days.
• Changing the required number of votes required to carry a resolution in section 4.2.3 (as it is now numbered in the amended Constitution) from two-thirds to three-quarters.

Rationale:
• These amendments are to ensure compliance with the Society’s legal obligations under the Associations Incorporation Act 1991 (ACT) – namely s 33 when read with s 70.
• S 33 establishes how an incorporated association may amend their constitution (that is, by special resolution).
• S 70 sets out what is required for a “special resolution” to occur – being that 21 days notice has been given of a general meeting, and that three-quarters of members voting at the meeting pass the proposed changes.

Outcome:
Passed at Special General Meeting

AMENDMENT 10

SUMMARY: Deleting sections referring to the “ANU Council” in section 4 for validating Constitutional amendments

Amendment:
Removal of sections 3.2.6, 3.3, and 3.4.3 (see sections Appendix B: Current Constitution), all of which made reference to the ANU Council.

Rationale:
• Despite remaining closely connected with the ANU College of Law and the ANU Students’ Association in practice, the ANU LSS is not formally affiliated with or a part of either. We felt the requirement to have all constitutional changes approved by the ANU Council before taking effect was not necessary, and could potentially be counterproductive to promoting the interests of our members.
• Having consulted past presidents, it appeared that this requirement has not historically been complied with.
• Having consulted the ANUSA President, James Connolly, it also does not appear that there is any particular reason for this requirement. It was suggested that this may be a vestige of other Constitutions (including the ANUSA Constitution) that were surveyed in the process of drafting or updating the Constitution of the LSS.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 11

SUMMARY: Deleting inconsistent and irrelevant phrases

Amendment:
Deleting the phrase “subject to the practicability of the application of part 11” from section 4.6.1 (as it is now numbered in the amended Constitution)

Rationale:
• This reference was internally inconsistent and did not make sense. It is regarding to the voting of the Executive, but refers to the Section about Committee meetings. Upon reading, there do not appear to be any relevantly applicable provisions to which this refers.
• We believe this may be an anachronism or a drafting error.

Outcome:
Passed at Special General Meeting

AMENDMENT 12

SUMMARY: Inserting abbreviations/acronyms

Amendment:
Amending entity names referred to in Section 2: Interpretation to abbreviations or acronyms.

Rationale:
• There is no need to have the name of entities (e.g. the ANU Students’ Association, or the ANU College of Law) referred to in whole when the abbreviation/acronym is in Section 2: Interpretation.

Outcome:
Passed at Special General Meeting
APPENDIX A Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 13

SUMMARY: Inserting Section 8.2

Amendment:
Inserting section 8.2. This section reads:

8.2. “The Society may from time to time become an affiliated Society of PARSA. Whenever the Society is so affiliated, all relevant provisions and regulations of the Constitution of PARSA to the Society.”

Rationale:
• The text of this section is almost identical to the section above which refers to ANUSA. This has been inserted to reflect that the ANU LSS also represents JD students, not just undergraduates. Previously, only ANUSA was referred to in Section 8: Affiliation.

Outcome:
Amendment made by the mover (Anna McNee (Vice-President (Administration)) under suggestion from the floor: to include the word “apply” after the second use of “ANUSA” in section 8.1 and after the second use of “PARSA” in section 8.2.

Amendment to section 8.1 reads: “The Society may from time to time become an affiliated Society of ANUSA. Whenever the Society is so affiliated, all relevant provisions and regulations of the Constitution of ANUSA apply to the Society.”

New text to be inserted as section 8.2 reads: “The Society may from time to time become an affiliated Society of PARSA. Whenever the Society is so affiliated, all relevant provisions and regulations of the Constitution of PARSA apply to the Society.”

Move to accept the amendment to Amendment 13 passed at Special General Meeting.

Move to accept amended Amendment 13 passed at Special General Meeting.

AMENDMENT 14

SUMMARY: Restructuring of the Finance section

Amendment:
Splitting the Funds Source and Funds Management into different sections – now sections 10 and 11.

Rationale:
• This amendment involves merely a structural change, not a substantive change (that is, the splitting of the Finance section into two sections for enhanced readability)
• This was intended to make the instrument more coherent and accessible

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 15

SUMMARY: Inserting Section 11

Amendment:
Insertion of new subsections 1.1 to 1.11 under Section 11: Funds Management

11. Funds Management

11.1. Subject to any resolution passed by the Society in a General Meeting, the funds of the Society must be used for the objects of the Society in a way that the Committee decides.
11.2. The financial assets of the Society are to be held in one bank account held in the Society’s name (the Primary Account).
11.3. All withdrawals and cheques drawn from the Primary Account of the Society must be signed by two (2) of the following members of the Executive:
   11.3.1. the President;
   11.3.2. the Vice-President (Finance); or
   11.3.3. the Vice-President (Administration).
11.4. Notwithstanding section 11.2, funds may be transferred into another bank account held in the Society’s name (the Secondary Account) in accordance with section 11.3.
11.5. All withdrawals and cheques drawn from the Secondary Account of the Society must be signed by one (1) of the following members of the Executive:
   11.5.1. the President;
   11.5.2. the Vice-President (Finance); or
   11.5.3. the Vice-President (Administration).
11.6. The President and the Vice-President (Finance) shall each hold in their own names a debit card linked to the Secondary Account.
   11.6.1. These cards will not be shared and will only be used by the person whose personal name appears on the debit card.

Rationale:
• To accurately reflect the way in which the ANU LSS currently manages its funds (the system described is the system that is already in place in practice).
• Changes were made in consultation with our banking institution.
• New Section 11.1 is an implication of our incorporated/NFP status, but we thought it was important to link our expenditure to our stated objects. Otherwise, there was no indication of how or why money should be spent in the Constitution.
• We felt that it was important to enshrine our capacity to transfer money, with due authorisation, to a separate account linked to purchase cards, for circumstances were card payment is the only option available to us. This avoids a longstanding issue of Executive and Committee members having to spend money out of their own personal funds and await reimbursement.
• We have endeavoured to ensure relevant protections to prevent misuse of funds.
• The removal of a section was to avoid internal inconsistency/contradiction.
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

Outcome:
Amendment made by the mover (Bryce Robinson (President)) under suggestion from the floor:

- Make a separate 11.6 which will say “no funds shall be transferred from the Secondary Account of the Society into another account, except for the Primary Account of the Society.”
- To renumber Sections 11.6–11.10 accordingly

New text to be inserted as section 11 reads:

11. Funds Management

11.1. Subject to any resolution passed by the Society in a General Meeting, the funds of the Society must be used for the objects of the Society in a way that the Committee decides.

11.2. The financial assets of the Society are to be held in one bank account held in the Society’s name (the Primary Account).

11.3. All withdrawals and cheques drawn from the Primary Account of the Society must be signed by two (2) of the following members of the Executive:

11.3.1. the President;
11.3.2. the Vice-President (Finance); or
11.3.3. the Vice-President (Administration).

11.4. Notwithstanding section 11.2, funds may be transferred into another bank account held in the Society’s name (the Secondary Account) in accordance with section 11.3.

11.5. All withdrawals and cheques drawn from the Secondary Account of the Society must be signed by one (1) of the following members of the Executive:

11.5.1. the President;
11.5.2. the Vice-President (Finance); or
11.5.3. the Vice-President (Administration).

11.6. **No funds shall be transferred from the Secondary Account of the Society into another account, except for the Primary Account of the Society.**

11.7. The President and the Vice-President (Finance) shall each hold in their own names a debit card linked to the Secondary Account.

11.7.1. These cards will not be shared and will only be used by the person whose personal name appears on the debit card.

11.8. The financial year of the Society is from 1 January to 31 December.

11.9. All Accounts must be kept in accordance with any accounting policies established by the regulations of this Constitution.

11.10. The Accounts of the Society shall be audited annually by a qualified auditor, who is not a member of the Society, and who shall be appointed by the Annual General Meeting of the Society.

11.11. The audited Accounts of the Society shall be presented at the next Ordinary General Meeting or Annual General Meeting of the Society after the date on which the audit of the Accounts is completed.

Move to accept the amendment to Amendment 15 passed at Special General Meeting.

Move to accept amended Amendment 15 passed at Special General Meeting.
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 16

SUMMARY: Removing irrelevant text from Section 11

Amendment:
Deleting the old Section 16.1 (see Appendix B).

Rationale:
In light of the more specific Finance regulations in sections 10 and 11, the old Section 16.1 is inconsistent, hence the need for removal.

Outcome:
Passed at Special General Meeting

AMENDMENT 17

SUMMARY: Amending the phrasing of Section 11.10

Amendment:
Amending the phrasing of Section 11.10: the insertion of “at”, and changing the word “and” to “or”. This section now reads:

11.10. The audited Accounts of the Society shall be presented at the next Ordinary General Meeting or Annual General Meeting of the Society after the date on which the audit of the Accounts is completed.

Rationale:
The insertion of “at” was purely for the purposes of grammar and sentence flow. Changing “and” to “or” was to allow the audited accounts to be presented either at the following AGM or OGM – whichever is the next meeting.

Outcome:
Passed at Special General Meeting
APPENDIX A Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 18

SUMMARY: Administration of Peppercorn

Amendment:
Inserting reference to Peppercorn under the duties of the Vice-President (Administration) in Section 17.2.14. This section reads:

17.2.14. to take responsibility for all the activities of the Administration portfolio, which includes providing direction to the Information Technology Director and the Publicity Director, as well as providing oversight of the Peppercorn Editors when required;

Rationale:
• Inserted to reflect the supervisory capacity which the Vice-President (Administration) has over the editorial team of Peppercorn, the Society’s quarterly magazine. Previously there was no mention of how Peppercorn was run or which portfolio it came under.
• This reflects historical practice.

Outcome:
Passed at Special General Meeting

AMENDMENT 19

SUMMARY: Deleting reference to International Students Director in irrelevant section

Amendment:
Deleting ‘International Students Director,’ from the duties of the Vice-President (Education) in Section 17.4.13 (as now numbered).

Rationale:
• The Committee had voted in earlier regular committee meetings that the International Students Director, upon the full reinstatement of the position within this Constitution (see Amendment 25), would report directly to the President (rationale below).
• Thus, reference to the position under the Vice-President (Education) is not necessary, nor reflective of the duties of the Vice-President (Education).

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 20

SUMMARY: Combining and reformatting, and editing subsections within Section 17.9 for internal clarity

Amendment:
- Combine the text of the old 7.8.1 and 7.8.1.1 to make it a continuing sentence in what is now 17.9 (see Appendix B for the old sections, Appendix C for the new section).
- Renumbered the following subsections accordingly
- Inserted the text: “Notwithstanding section 17.9.8” at the beginning of what is now Section 17.9.9.

Rationale:
- Purely for legibility and consistency. No change in substance.

Outcome:
Passed at Special General Meeting

AMENDMENT 21

SUMMARY: Creating a second Careers Director position

Amendment:
Amending ‘one (1) Careers Director’ to ‘two (2) Careers Directors’ in Section 18.2.1.8.

Rationale:
- This is in accordance with a discussion and a vote by the Committee at a regular meeting of 12 Feb 2017 to instate a second Careers Director.
- The workload of the Careers Portfolio essentially doubled this year to include a range of new events and resources. It was felt that the Careers Portfolio needed a second Director to help cope with this increased workload, and to help ensure that these new initiatives become entrenched as regular fixtures in the LSS calendar going into the future.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 22

SUMMARY: Amending Section 18.2

Amendment:
• Removing “Strategic Director” and “Information Technology Director” from the list of elected directors in Section 18.2.1 and amending the total numbers accordingly.
• Inserting Section 18.2.2. This section reads:

  18.2.2. two (2) Directors which are duly appointed by the Executive in accordance with section 16.3.1, consisting of:
  18.2.2.1. one (1) Information Technology Director; and
  18.2.2.2. one (1) Strategic Director.

• Separating the text of section 8.2.2 (Appendix B) into two separate subsections, now 18.2.3.1 and 18.2.3.2 (Appendix C).

Rationale:
• To promote internal consistency.
• This reflects the fact that the two Director roles identified are in fact appointed, not elected, as outlined in the relevant sections of the instrument (and as occurs in practice).
• Altering the text regarding the Peppercorn editors was merely to enhance coherency.

Outcome:
Passed at Special General Meeting

AMENDMENT 23

SUMMARY: Inserting references to PARSA

Amendment:
Inserting “PARSA” to Section 18.3. This section reads:

  18.3. May include, at the discretion of the Executive, a representative in a non-voting capacity from:
      18.3.1. the College;
      18.3.2. Legal Workshop;
      18.3.3. ANUSA;
      18.3.4. PARSA; or
      18.3.5. any other body whose interests relate to the Society.

Rationale:
Inserted to reflect that the ANU LSS also represents JD students.

Outcome:
Passed at Special General Meeting
APPENDIX A   Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 24

SUMMARY: Amending the wording of Section 18.5 and 18.10

Amendment:
Amending the wording of Section 18.5 and 18.10 from “officers” to “office holders”.

Rationale:
Changed to reflect that these Sections apply to the President, Vice-Presidents, Directors, and Officers, not just “Officers” are they are defined as a particular position on the Committee.

Outcome:
Passed at Special General Meeting

AMENDMENT 25

SUMMARY: Inserting provisions for International Students Director

Amendment:
Inserting Sections 19.1.1 – 19.1.5. This section reads:

19.1. The duties of the International Students Director include:
   19.1.1. to carry out the duties assigned to them by the President;
   19.1.2. to take responsibility, under the guidance of the President, for promoting the interests of international students at the College;
   19.1.3. to organise social and/or educational events for international students;
   19.1.4. to develop resources to assist international students; and
   19.1.5. to liaise with and assist other portfolios as appropriate for the purpose of carrying out the functions identified in sections 19.1.1–19.1.4.

Rationale:
- This is in accordance with a discussion and a vote by the Committee at a regular meeting of 12 Feb 2017 to effectively reinstate the International Students Director after an unsuccessful attempt to remove the role from the Constitution in 2015 (the position description was removed, but the position remains in the list of officeholders who make up the Committee).
- The Committee felt it necessary to have a representative to account for the unique needs, interests and experiences of international students at the ANU College of Law.
- The description has been expressed at a deliberately high level of generality to allow for the development of the role over the course of 2017. This section can be amended in future if it is felt that increased specificity is needed.
- The role will report directly to the President so that they can have involvement in several relevant portfolios (particularly Education, Wellbeing, and Events)

Outcome:
Passed at Special General Meeting
APPENDIX A    Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 26

SUMMARY: removal of text for internal inconsistency

Amendment:
Deleting “to develop new sponsorship opportunities for the Society while strengthening existing sponsor relationships” from Section 19.4.3: Publicity Director.

Rationale:
• Currently wrong and irrelevant as is—likely a drafting error, particularly because “Sponsorship Director” sits directly above this section, and it is clearly not in the practical role of the Publicity Director.

Outcome:
Passed at Special General Meeting

AMENDMENT 27

SUMMARY: Amendment of the Strategic Plan name in Section 19.13

Amendment:
Inserting “LSS” in front of “Strategic Plan” wherever occurring in Section 19.13.

Rationale:
• This change is to more accurately reflect the correct title of the Plan and for internal consistency within the section.

Outcome:
Passed at Special General Meeting
APPENDIX A  Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 28

SUMMARY: First Year Officer elections provisions

Amendment:
Inserting Section 20.1.1 to reflect when the First Year Officer elections were to occur. This section reads:

20.1.1. Notwithstanding section 20.1, election of the four (4) First Year Officers must be held over three (3) consecutive academic days during the first semester of the academic year, but before the beginning of the sixth week of the first teaching period, and must include at least nine (9) hours of polling.

Rationale:
• To rectify inaccuracy
• The timing of the First Year Officer elections necessarily occurs at the beginning of the relevant year (as opposed to the end of the year prior), to allow for first year law students to commence at ANU, settle in and get to know each other and the LSS. This has happened this way in practice for many years.

Outcome:
Passed at Special General Meeting

AMENDMENT 29

SUMMARY: limiting who may run for the position of International Students Director

Amendment:
Inserting Section 20.7 – the limitation on who may run for International Students Director. This section reads:

20.7. Only international students may submit a nomination for the role of International Students Director. An exchange student is not an international student for the purpose of this section, notwithstanding section 2 of this Constitution.

Rationale:
• This is in accordance with a discussion and a vote by the Committee at a regular meeting of 12 Feb 2017.
• The Committee felt this was important for legitimacy of representation, to ensure that the relevant officer was informed, representative and had an interest in the outcomes of their role.

Outcome:
Passed at Special General Meeting
APPENDIX A
Changes to the Constitution of the ANU Law Students’ Society

AMENDMENT 30

SUMMARY: inserting provisions for appointment of proxies

Amendment:
Inserting section 26 – this section reads:

26. Proxies
   26.1. Each member is entitled to appoint another member as a proxy by notice given to the Vice-President (Administration) no later than 24 hours before the time of the meeting for which the proxy is appointed.
   26.2. Members may indicate to the proxy how to vote, or they may leave it to the discretion of the proxy.
   26.3. Email is deemed to be sufficient notice for the purposes of this section.
   26.4. The notice must contain the following words: “I (member’s name) appoint (proxy’s name) to act as my proxy for any items which require voting on at the Meeting on (date of meeting).”

Rationale:
- Inserted to provide for the regulated allocation of proxies.
- Wording taken from the Model Rules which may be adopted by Incorporated Associations.

Outcome:
Passed at Special General Meeting
# The Constitution of the Australian National University Law Students' Society Incorporated

As at 14 March 2017

## Part I - Preliminary

1. **Name and Nature**
2. **Interpretation**
3. **Objects**

## Part II - Operation of the Society

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7. **Records**
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## Part III - Finance

10. **Funds Source**
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## Part IV - Membership

12. **Membership**
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## Part V - The Committee

16. **The Executive**
17. **Duties of Executive Officers**
18. **The Committee**
19. **Duties of the Committee Directors and Officers**

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Comment [AM1]: Reflects the legal name of the Society

Comment [BR2]: Note, the Constitution has been restructured in two ways: (a) the order of sections has been changed; and (b) sections have been grouped into Parts I-VI. This does not affect any of the substantive content of the sections unless specifically stated elsewhere. The rationale behind these two actions was to make the Constitution into a more coherent, cohesive, and logically structured document. This is purely for ease of reading and ‘navigating’ the document. Accordingly, section numbers have changed. This does not affect the substance of the document.

Comment [AM3]: Inserted to reflect new contents of section.

Comment [AM4]: See explanation below at Section 2.

Comment [AM5]: Finance separated into two separate sections (source and management) merely for ease of reading. This change alone did not affect any substantive content.

Comment [AM6]: Inserted to more accurately reflect contents of section.
ATTACHMENT 18.2

PART VI – MEETINGS

21 General Meetings
22 Committee Meetings
23 Ordinary General Meetings
24 Special General Meetings
25 Annual General Meeting
26 Proxies

Comment [AM7]: Inserted to allow for regulated allocation of proxies
PART I – PRELIMINARY

1. Name and Nature

1.1 The name of the association is The Australian National University (ANU) Law Students’ Society (Incorporated) (hereafter referred to as “the Society”).

1.2 The Society is Incorporated in the Australian Capital Territory.

2. Interpretation

2.1 In this Constitution, unless a contrary intention appears:

2.1.1 Act means Associations Incorporation Act 1991 (ACT);

2.1.2 ALSA means the Australian Law Students’ Association Incorporated;

2.1.3 ANUSA means the ANU Students’ Association;

2.1.4 College means the ANU College of Law;

2.1.5 Committee means the elected and appointed members of the Society responsible for the carrying out the objects of the Society;

2.1.6 Executive means the elected President and Vice-Presidents of the Society responsible for the management of the Society;

2.1.7 International students includes exchange students;

2.1.8 PARSA means the Postgraduate and Research Students’ Association;

2.1.9 University means the Australian National University.

3. Objects

3.1. The objects of the Society are:

3.1.1. to represent all ANU law students (whether or not they are members of the Society);

3.1.2. to promote the principles of justice and fairness nationally and internationally, with a particular emphasis on our local community;

3.1.3. to promote and facilitate interaction and activities of a social, intellectual, and competitive nature among law students;

3.1.4. to promote and foster an active interest in matters affecting the study and practice of law;

3.1.5. to assist law students in the study of law;

3.1.6. to make representations and submissions to relevant bodies on matters deemed relevant by the Executive of the Society;

3.1.7. to provide members of the Society with any other services not funded through any fee paid to the University by students directed at the provision of services.

3.2. The assets and income of the Society shall be applied solely in furtherance of its above-mentioned objects and no portion shall be distributed directly or indirectly to the members of the organisation,
except as bona fide compensation for services rendered or expenses incurred on behalf of the organisation.
PART II – OPERATION OF THE SOCIETY

4. Constitution

4.1. The Society is to be conducted in accordance with this Constitution.

4.2. This Constitution may be added to, repealed or amended by resolution of any General Meeting, provided that:

4.2.1. a petition signed by twenty [20] members is submitted to the Vice-President (Administration);

4.2.1.1. the petition must state the details of the amendment;

4.2.2. twenty-one [21] days public notice has been given of the General Meeting and the specific changes proposed in accordance with section 21.5;

4.2.3. the resolution is carried by a majority of at least three quarters of the members voting; and

4.2.4. there are at least thirty three [33] members voting.

4.3. Further amendments to any tabled amendment may be proposed at the meeting provided that such amendments are accepted by a simple majority of the meeting on a procedural basis.

No addition, repeal or amendment shall have effect until approved by the ANU Council.

The Vice-President (Administration) shall ensure that, once passed at a General Meeting, any addition, repeal, or amendment to the Constitution is submitted to the ANU Council for approval at its next meeting, or as soon as possible thereafter.

4.4. The Constitution may be amended not in accordance with section 4.2 for grammatical, typographical, or formatting purposes, provided that:

4.4.1. the substantive text of the Constitution is not amended in any way;

4.4.2. the amendment is passed by a two-thirds majority of the Executive; and

4.4.2.1. no addition, repeal or amendment shall have effect until approved by the ANU Council.

4.5. For the purposes of section 4.4, ‘substantive text’ constitutes the written words of the Constitution. It does not include, for example, punctuation marks, numbering or spacing of the Constitution.

4.6. In the event of a dispute as to the interpretation of this Constitution:

4.6.1. the Executive, by a two-thirds majority vote, shall make a final and binding decision as to the interpretation of this Constitution, subject to the practicability of the application of part 11 or

4.6.2. within a meeting of the Society, the Chairperson will make a final and binding decision as required as to the interpretation of this Constitution;

4.7. Copies of this Constitution are to be available on request from the Vice-President (Administration).
5. Regulations

5.1. The Committee may adopt Regulations on such matters as it sees fit, provided that the Regulations are in conformity with this Constitution:

5.1.1. Regulations shall be adopted, repealed and amended in accordance with section 22.

5.1.1.1. Regulations inconsistent with this Constitution are only invalid insofar as that inconsistency extends.

5.2. The Society must at all times have Standing Orders for Meetings.

5.3. In the absence of the specific adoption of Regulations or Standing Orders, the relevant Regulations and Standing Orders of ALSA shall apply.

6. Common Seal

6.1. The Common Seal of the Society shall be kept in the custody of the Vice-President (Administration).

6.2. The Common Seal shall not be affixed to any instrument except by the authority of the Executive.

6.3. The affixing of the Common Seal shall be attested by the signatures of two members of the Executive: where available, the Vice-President (Administration) is to be one such signatory.

7. Records

7.1. The Vice-President (Finance) will be responsible for the custody of all relevant financial documentation and records.

7.2. The Vice-President (Administration) will be responsible for the custody of all other relevant documentation and records.

7.3. The records of the Society shall be open for inspection upon request from the Vice-President (Administration) by members at any reasonable hour.

8. Affiliation

8.1. The Society may from time to time become an affiliated Society of ANUSA. Whenever the Society is so affiliated, all relevant provisions and regulations of the Constitution of ANUSA apply to the Society.

8.2. The Society may from time to time become an affiliated Society of PARSA. Whenever the Society is so affiliated, all relevant provisions and regulations of the Constitution of PARSA apply to the Society.

8.3. The Society may from time to time become an affiliate of ASLA or any other relevant organisation.

9. Dissolution

9.1. The Society may be dissolved only by a resolution approved by at least four-fifths of members present at a General Meeting.

9.2. Notice of such a Meeting must be publicised to all members at least two weeks before the meeting and must include notice of motion to dissolve the Society.
9.3. In the case of the Society being dissolved, any excess assets, property, or monies remaining after all debts are paid shall not be distributed amongst its members, but shall be given or transferred to the College for the purposes of the creation of a student representative organisation with similar aims to that of this Society.
PART III – FINANCE

10. Funds Source

10.1. The income of the Society shall be derived from the following activities and arrangements:

10.1.1. the collection of membership fees from members of the Society;
10.1.2. maintaining sponsorship relationships with any individual, corporation or other body;
10.1.3. advertising goods, services, or the existence of any individual, corporation, or any other body, within the Society’s publications or public notices;
10.1.4. advertising goods, services, or the existence of any individual, corporation, or any other body, at the Society’s events;
10.1.5. grants from various bodies including the College and ANUSA;
10.1.6. the sale of any assets owned by the Society;
10.1.7. the provision of any services by the Society;
10.1.8. the interest earned on any monies belonging to the Society; and
10.1.9. any activities incidental to the above.

11. Funds Management

11.1. Subject to any resolution passed by the Society in a General Meeting, the funds of the Society must be used for the objects of the Society in a way that the Committee decides.

11.2. The financial assets of the Society are to be held in one bank account held in the Society’s name (the Primary Account).

11.3. All withdrawals and cheques drawn from the Primary Account of the Society must be signed by two (2) of the following members of the Executive:

11.3.1. the President;
11.3.2. the Vice-President (Finance); or
11.3.3. the Vice-President (Administration).

11.4. Notwithstanding section 11.2, funds may be transferred into another bank account held in the Society’s name (the Secondary Account) in accordance with section 11.3.

11.5. All withdrawals and cheques drawn from the Secondary Account of the Society must be signed by one (1) of the following members of the Executive:

11.5.1. the President;
11.5.2. the Vice-President (Finance); or
11.5.3. the Vice-President (Administration).

11.6. No funds shall be transferred from the Secondary Account of the Society into another account, except for the Primary Account of the Society.
11.7. The President and the Vice-President (Finance) shall each hold in their own names a debit card linked to the Secondary Account.

11.7.1. These cards will not be shared and will only be used by the person whose personal name appears on the debit card.

11.8. The financial year of the Society is from 1 January to 31 December.

11.9. All Accounts must be kept in accordance with any accounting policies established by the regulations of this Constitution.

11.10. The Accounts of the Society shall be audited annually by a qualified auditor, who is not a member of the Society, and who shall be appointed by the Annual General Meeting of the Society.

11.11. The audited Accounts of the Society shall be presented at the next Ordinary General Meeting or Annual General Meeting of the Society after the date on which the audit of the Accounts is completed.

Comment [BR38]: These sections reflect the actual structure, management and usage of the ANU LSS accounts. The specificity in this regard was advised by the bank. This structure ensures that we can transfer money—with due authorisation—into a second account with card access, so that we can make online payments/card payments where being issued an invoice is not an option.

Comment [BR39]: Inconsistent with above, hence removal.

Comment [AM40]: Inserted for grammar reasons (sentence flow)

Comment [AM41]: Changed to allow presentation of the audited Accounts at the next of two types of meetings.
PART IV – MEMBERSHIP

12. Membership

12.1. There are three classes of membership of the Society:

12.1.1. Paid;

12.1.2. Voting; and

12.1.3. Honorary.

12.2. All persons who are members of ANUSA or PARSA are eligible for admission to paid membership of the Society. In order to become a Paid member of the Society, the relevant subscription fee of the Society must be paid in accordance with section 13.1.

12.3. Paid members shall have the following exclusive rights:

12.3.1. hold office of the Society; and

12.3.2. access to benefits offered in consideration for payment of the annual membership fee, as determined by the Executive.

12.4. All persons enrolled in the ANU Bachelor of Laws, Bachelor of Laws (Honours) and Juris Doctor programs are Voting members of the Society.

12.5. Voting members and Paid members, but not Honorary members shall have the following rights:

12.5.1. vote at meetings of the Society; and

12.5.2. vote in the elections of the Society.

12.6. The following are Honorary members of the Society:

12.6.1. all persons who are graduates of the College;

12.6.2. all persons who are currently enrolled in Legal Workshop;

12.6.3. all staff of the College; and

12.6.4. any person made an honorary member by the Committee.

12.7. The Committee may confer on a Paid, Voting, or Honorary member, who has rendered distinguished service to the Society, the status of life membership. One week notice must be given of any proposal to confer life membership; notice must be in accordance with section 21.5; and the proposal must be supported in accordance with section 22.

12.8. A Voting, Paid or Honorary member of the Society ceases to be a member:

12.8.1. upon death;
12.8.2. upon the submission of a letter of resignation of membership to the Vice-President (Administration); 

12.8.3. at the conclusion of the calendar year in which they became a member; or 

12.8.4. upon their expulsion from membership of the Society in accordance with section 15 of this Constitution.

12.9. Any right, privilege or obligation which a person has by reason of being a member of the Society: 

12.9.1. is not transferable to any other person; and 

12.9.2. terminates on cessation of the person’s membership.

13. Fees 

13.1. The annual membership fee of the Society shall be $5.

14. Members’ Liabilities 

14.1. The liability of a member to contribute towards the payment of the debts and liabilities of the Society, or the costs, charges and expenses of winding up the Society, are limited to any amounts unpaid by the member in respect of membership of the Society as required in section 13.1.

15. Disciplining of Members 

15.1. Where the Committee is of the opinion that a member: 

15.1.1. has persistently refused or neglected to comply with this Constitution; or 

15.1.2. has persistently and wilfully acted in a manner prejudicial to the interests of the Society; or 

15.1.3. has acted in a way that has been detrimental to the Society; the Committee may: 

15.1.3.1. expel the member from the Society; or 

15.1.3.2. suspend the member from involvement in certain aspects of the Society and withdraw privileges of membership of the Society for a period specified by the Committee.

15.2. If a member feels that they have been treated unfairly by the Committee they may present their case in writing to the Executive within fourteen days of the decision being made.
PART V – THE COMMITTEE

16. The Executive

16.1. The members of the Society are to elect annually an Executive consisting of the following members:

16.1.1. one (1) President;

16.1.2. seven (7) Vice-Presidents:

16.1.2.1. one (1) Vice-President (Administration);

16.1.2.2. one (1) Vice-President (Finance);

16.1.2.3. one (1) Vice-President (Education);

16.1.2.4. one (1) Vice-President (Events);

16.1.2.5. one (1) Vice-President (Careers);

16.1.2.6. one (1) Vice-President (Social Justice); and

16.1.2.7. one (1) Vice-President (Competitions).

16.2. The Immediate Past President (IPP) automatically forms part of the Executive in a non-voting capacity.

16.3. The Executive may act in the name of the Committee between meetings of the Committee:

16.3.1. motions shall be supported by a two-thirds majority vote of the members of the Executive and such decisions will be final.

16.3.1.1. Where possible, consensus decision-making is preferable.

16.3.2. Where justifiably unavailable to fulfil a particular duty, a member of the Executive may delegate any duty under this Constitution, in accordance with section 16.3.

17. Duties of Executive Officers

17.1. The duties of the President include:

17.1.1. to represent the Society and act as its Public Officer in accordance with Part 4 of the Associations Incorporation Act 1991 (ACT);

17.1.2. to further the objects of the Society;

17.1.3. to promote the Society;

17.1.4. to convene, or instruct the Vice-President (Administration) to convene, all General Meetings of the Society or its Committee;

17.1.5. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Society from the President’s perspective during their term, and suggestions for improvement in the following term;
17.1.6. to convene, or instruct the Vice-President (Administration) to convene, at least eight (8) meetings of the Executive;

17.1.6.1. the President may elect to convene weekly Executive meetings;

17.1.7. to take responsibility for all the activities of the Society, which includes providing direction to the Executive; and

17.1.8. to take responsibility and oversee all the activities and provide direction to the International Students' Director, the Wellbeing Director and the four (4) First Year Officers.

17.1.8.1. The First Year Officers will be assigned to assist with the activities of the relevant portfolio as directed by the President.

17.2. The duties of the Vice-President (Administration) include:

17.2.1. to assist the President in the leadership of the Society;

17.2.2. to further the objects of the Society;

17.2.3. to keep and maintain all minutes, records and correspondence as may reasonably be required by the Executive for the proper conduct of the Society's affairs;

17.2.4. to keep and maintain all records as required by ACT and Commonwealth law;

17.2.5. to act as President in the absence of that Officer;

17.2.6. to monitor all actions done by the Committee in the course of Society business for conformity with this Constitution;

17.2.7. to provide administrative support to the Executive;

17.2.8. to conduct the free and fair elections of the Society in accordance with this Constitution;

17.2.9. to ensure the Society has effective administrative procedures and practices;

17.2.10. to assist the President in effectively coordinating and communicating with the Committee and various sub-committees;

17.2.11. to administer the physical environment of the Society with a view towards best environmental practices and the promotion of the same;

17.2.12. to facilitate the completion of the Continuity Guide;

17.2.13. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Administration portfolio during their term, and suggestions for improvement in the following term;

17.2.14. to take responsibility for all the activities of the Administration portfolio, which includes providing direction to the Information Technology Director and the Publicity Director, as well as providing oversight of the Peppercorn Editors when required;

17.2.15. to convene at least three (3) portfolio meetings; and

17.2.16. to carry out any duties assigned to them by the President from time to time.
17.3. The duties of the Vice-President (Finance) include:

17.3.1. to assist the President in the leadership of the Society;
17.3.2. to further the objects of the Society;
17.3.3. to ensure the Society has effective accounting practices and remains solvent at all times throughout their term;
17.3.4. to keep the President aware at all times of the financial position of the Society;
17.3.5. to formulate a budget, in consultation with the Executive, for presentation to members at the first ordinary general meeting of their term;
17.3.6. to receive all monies on behalf of the Society, and deposit such monies to the credit of the Society’s bank accounts;
17.3.7. to maintain correct accounts of all monies received and expended;
17.3.8. to ensure that the funds of the Society are not disposed to any person, or for any purpose, unless authorised by the Executive;
17.3.9. unless justifiably unavailable, to be a signatory to all cheques and withdrawals on the accounts of the Society;
17.3.10. to present to the Committee on request statements of the Society’s finance and of receipts and disbursements since the preceding report;
17.3.11. to present to the Annual General Meeting a statement of accounts;
17.3.12. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Finance portfolio during their term, and suggestions for improvement in the following term;
17.3.13. to take responsibility for the Finance portfolio, which includes providing direction to the Sponsorship Director;
17.3.14. to convene at least three (3) portfolio meetings; and
17.3.15. to carry out any duties assigned to them by the President from time to time.

17.4. The duties of the Vice-President (Education)/ALSA Representative include:

17.4.1. to assist the President in the leadership of the society;
17.4.2. to further the objects of the Society;
17.4.3. to take responsibility on behalf of the Society for matters concerning education at the University;
17.4.4. to ensure there is adequate student representation on committees of the College:
   17.4.4.1. the composition of such representation shall be determined in consultation with the President;
17.4.5. to, under the guidance of the President, fulfil the Society’s obligations to ALSA.
17.4.6. to promote [ALSA at the University]

17.4.7. to act as an advocate and representative for individual students, where the need arises, in relation to matters arising with the College;

17.4.8. to promote the interests of all groups that make up the student body;

17.4.9. to promote equal opportunity policies within the College;

17.4.10. to hold at least two (2) public forums on topics of relevant interest;

17.4.11. to promote the development of infrastructure beneficial to students in and around the College;

17.4.12. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Education portfolio during their term, and suggestions for improvement in the following term;

17.4.13. to take responsibility for the Education portfolio, which includes providing direction to the Education Directors, International Students’ Director, the Juris Doctor Director (Education) and the relevant sub-committees;

17.4.14. to convene at least three (3) portfolio meetings; and

17.4.15. to carry out duties assigned to them by the President from time to time.

17.5. The duties of the Vice-President (Careers) include:

17.5.1. to assist the President in the leadership of the Society;

17.5.2. to further the objects of the Society;

17.5.3. to coordinate the enhancement of career options for law students through the provisions of relevant services and events;

17.5.4. to hold at least two (2) public forums on topics of relevant interest;

17.5.5. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Careers portfolio during their term, and suggestions for improvement in the following term;

17.5.6. to take responsibility for the Careers portfolio, which includes providing direction to the Careers Directors;

17.5.7. to convene at least three (3) portfolio meetings; and

17.5.8. to carry out duties assigned to them by the President from time to time.

17.6. The duties of the Vice-President (Events) include:

17.6.1. to assist the President in the leadership of the Society;

17.6.2. to further the objects of the Society;

17.6.3. to run a variety of social and competitive events to accommodate the diversity of the student body;
17.6.4. to complete a report to form part of the Continuity Guide, indicating what was achieved in the Events portfolio in their term, and suggestions for improvement in the following term;

17.6.5. to take responsibility for the Events portfolio, which includes providing direction to other committee members in the portfolio;

17.6.6. to run at least three (3) portfolio meetings during their term; and

17.6.7. to carry out duties assigned to them by the President from time to time.

17.7. The duties of the Vice-President (Social Justice) include:

17.7.1. to assist the President in the leadership of the Society;

17.7.2. to further the objects of the Society;

17.7.3. to coordinate or facilitate public interest activities that may be funded by the resources of the society;

17.7.4. to promote social justice in the College community, both by assisting in the social welfare of law students, and engaging the College in social justice issues in the wider community:

17.7.4.1. to assist in equity and diversity issues affecting the student body;

17.7.4.2. to support the activities of social justice organisations on campus and in the community, whose activities affect law students; and

17.7.4.3. to facilitate law students engagement with the activities of social justice organisations, both on campus and in the community;

17.7.5. to update the Alternative Internships Guide annually;

17.7.6. to host a careers event focused on social justice focused careers in law;

17.7.7. to host other events including, but not limited to:

17.7.7.1. publications;

17.7.7.2. careers events; and

17.7.7.3. social events;

17.7.8. and matters concerning education in the College; and

17.7.9. to carry out duties assigned to them by the President from time to time.

17.8. The duties of the Vice-President (Competitions) include:

17.8.1. to take responsibility for the Competitions portfolio;

17.8.2. reasonably delegating tasks, work-load, and responsibilities between Competitions Directors and External Competitions Director throughout the year;

17.8.3. convening at least three (3) portfolio meetings per semester;

17.8.4. maintaining regular contact with the College’s Faculty Liaison and sponsors to further the competition portfolio’s relationship with the College and sponsors;
17.8.5. to ensure that all competitions are run in a professional and coordinated manner and to ensure those competitions are of the highest quality possible;

17.8.6. to ensure that, with the assistance of the Publicity Director, all competitions are widely promoted and attended;

17.8.7. to ensure the Society sends the highest quality competitors to the ALSA Championships, by:

17.8.7.1. facilitating the training and preparation of ALSA team members;

17.8.7.2. providing assistance and support for the ALSA team members during the Championships to the best of his/her capacity;

17.8.7.3. updating current ANU LSS Competition rules with changes to the ALSA Competition Rules.

17.9. Each Vice-President, in accordance with section 22, may recommend to the Executive the creation of an Ad Hoc Sub-Committee for the purpose of providing guidance to, or carrying out directives of, the Committee.

17.9.1. The creation of an Ad-Hoc Sub-Committee may be approved by the Executive, subject to section 16.3.1 of this Constitution.

17.9.2. The proposing Vice-President shall chair the Ad-Hoc Sub-Committee.

17.9.2.1. The Executive may, subject to section 16.3.1, waive the requirement in section 17.9.2 and delegate the Chairpersonship to an appropriate candidate.

17.9.3. The Chair shall report to the Executive on the progress of the Ad-Hoc Sub-Committee no less than once per month.

17.9.4. The Ad-Hoc Sub-Committee may include one or more Committee members at the discretion of the proposing Vice-President.

17.9.4.1. The remaining positions may be filled by members of the Society.

17.9.5. Notice shall be given to members of the creation of an Ad Hoc sub-committee, and the Vice President (Administration) shall accept nominations for a period not less than one week.

17.9.5.1. The Executive shall, at their discretion, select successful candidates on the basis of experience, expertise, and suitability to the task.

17.9.5.1.1. Selections of Sub-Committee members shall be carried out with transparency and on the basis of equal opportunity.

17.9.5.1.2. Selections shall be advertised to the Committee immediately, and shall be approved by majority vote at the next Committee meeting.

17.9.5.2. Email is deemed to constitute notice.

17.9.6. Where the Ad-Hoc Sub-Committee is tasked with providing guidance to the Committee, such guidance will not be binding upon the Committee.
17.9.7. At the time of recommendation, the proposing Vice-President must present to the Executive a document stipulating the Guidelines and Terms of Reference for the Ad-Hoc Sub-Committee, to be approved in accordance with section 16.3.1.

17.9.8. The Ad-Hoc sub-committee shall be dissolved:

17.9.8.1. upon the date set out in the Ad-Hoc Sub-Committee Guidelines and Terms of Reference document, or;

17.9.8.2. upon the completion of its brief, set out in the Ad-Hoc Sub-Committee Guidelines and Terms of Reference document.

17.9.9. Notwithstanding section 17.9.8, the Ad-Hoc Sub-Committee may be dissolved at any time by the Executive per section 16.3.1.

17.9.10. The Executive may recommend the appointment to the Committee of additional Officers to assist in the fulfilment of duties as required by their respective portfolios, which will form part of that portfolio’s sub-committee.

18. The Committee

18.1. The Executive shall form part of the Committee.

18.2. The Committee shall consist of:

18.2.1. nineteen (19) Directors and five (5) Officers which are duly elected, consisting of:

18.2.1.1. one (1) International Students Director;

18.2.1.2. one (1) Wellbeing Director;

18.2.1.3. one (1) Strategic Director;

18.2.1.4. one (1) Information Technology Director;

18.2.1.5. two (2) Education Directors;

18.2.1.6. one (1) Juris Doctor Director (Social);

18.2.1.7. one (1) Juris Doctor Director (Education);

18.2.1.8. two (2) Careers Directors;

18.2.1.9. four (4) Competitions Directors;

18.2.1.10. one (1) External Competitions Director;

18.2.1.11. two (2) Social Justice Directors;

18.2.1.12. two (2) Social Directors;

18.2.1.13. one (1) BBQ Officer; and
18.2.1.14. **four (4) First Year Officers.**

18.2.2. **two (2) Directors which are duly appointed by the Executive in accordance with section 16.3.1, consisting of:**

18.2.2.1. **one (1) Information Technology Director** and

18.2.2.2. **one (1) Strategic Director.**

18.2.3. **One (1) or more duly elected Peppercorn editor(s):**

18.2.3.1. **Peppercorn is the official quarterly publication of the Society.**

18.2.3.2. **Peppercorn aims to publish a range of law-related and topical current affairs articles, including, but not limited to, scholarly articles, creative writing, cartoons, satire, as well as reporting on the events of the Society.**

18.3. May include, at the discretion of the Executive, a representative in a non-voting capacity from:

18.3.1. **the College;**

18.3.2. **Legal Workshop;**

18.3.3. **ANUSA;**

18.3.4. **PARSA** or

18.3.5. **any other body whose interests relate to the Society.**

18.4. **No fees or honoraria are to be paid to any member of the Committee.**

18.5. **Executive and Committee office holders will cease to be such only:**

18.5.1. after formal resignation from office;

18.5.2. upon death;

18.5.3. upon the expiration of their term of office; or

18.5.4. where the Executive decide by a seven-eighths majority that it is in the best interests of the Society to remove that office holder, because that office holder is not adequately fulfilling their duties or is acting in a manner prejudicial to the Society:

18.5.4.1. “not adequately fulfilling their duties” may include being absent from any three (3) consecutive meetings at which their presence was reasonably expected.

18.6. If any position of the Committee becomes vacant for any reason, the vacancy may be filled by a candidate elected by a simple majority vote of the Committee.

18.7. **No member shall be President of the Society for more than two (2) consecutive terms of office.**

18.8. **No individual elected position may be shared between two (2) persons.**

18.9. The Committee’s term of office shall be one calendar year from December 1 to November 30, immediately subsequent to their election.
18.10. All office holders of the Society shall reasonably attempt to make themselves available for one month after the expiration of their term in order to facilitate the changeover of positions.

19. Duties of Committee Directors and Officers

19.1. The duties of the International Students Director include:

19.1.1. to carry out the duties assigned to them by the President;
19.1.2. to take responsibility, under the guidance of the President, for promoting the interests of international students at the College;
19.1.3. to organise social and/or educational events for international students;
19.1.4. to develop resources to assist international students; and
19.1.5. to liaise with and assist other portfolios as appropriate for the purpose of carrying out the functions identified in sections 19.1.1–19.1.4.

19.2. The duties of the Information Technology Director include:

19.2.1. to carry out duties assigned to them by the Vice-President (Administration);
19.2.2. to take responsibility, under the guidance of the Vice-President (Administration), for the Information Technology portfolio;
19.2.3. to maintain and update the information technology hardware and software of the Society; and
19.2.4. to facilitate the efficient operations of the Society insofar as they relate to information technology.

19.3. The duties of the Sponsorship Director include:

19.3.1. to carry out duties assigned to them by the Vice-President (Finance);
19.3.2. to take responsibility, under the guidance of the Vice-President (Finance), for the Sponsorship portfolio;
19.3.3. to ensure that all sponsorship obligations of the Society are met and coordinated;
19.3.4. to develop new sponsorship opportunities for the Society while strengthening existing sponsor relationships; and
19.3.5. to take responsibility for the establishment and/or maintenance of a society website.

19.4. The duties of the Publicity Director include:

19.4.1. to carry out duties assigned to them by the Vice-President (Administration);
19.4.2. to take responsibility, under the guidance of the Vice-President (Administration), for the publicity of the Society;
19.4.3. to proactively seek out events, services and information from other Portfolios to publicise and promote through appropriate mediums which shall include:
19.4.3.1. systematic lecture announcements;
19.4.3.2. notices and other such visual advertisements;
19.4.3.3. products;
19.4.3.4. social media; and
19.4.3.5. any other Executive-approved medium;

19.4.4. to ensure that all sponsorship obligations of the Society are met and coordinated;
    to develop new sponsorship opportunities for the Society while strengthening existing sponsor relationships;

19.4.5. to generally promote the Society through appropriate mediums and assist in recruiting members.

19.5. The duties of the Education Directors include:

19.5.1. to carry out duties assigned to them by the Vice-President (Education);

19.5.2. to take responsibility, under the guidance of the Vice-President (Education), for the Education portfolio;

19.5.3. to assist the Vice-President (Education) in maintaining comprehensive representation on all relevant committees of the College and other relevant fora;

19.5.4. to promote the interests of all groups that make up the student body;

19.5.5. to make representations and submissions to the College or relevant bodies on matters affecting higher education;

19.5.6. to ensure that, with the assistance of the Publicity Director, all education services are widely promoted, attended and utilised;

19.5.7. to coordinate a range of educational services aimed at enhancing the study of law; and

19.5.8. to promote equal opportunity policies within the College.

19.6. The duties of the Competitions Directors include:

19.6.1. to carry out duties assigned to them by the Vice-President (Competitions);

19.6.2. to take responsibility for competitions allocated by the Vice-President (Competitions);

19.6.3. to run the allocated competitions in a professional and coordinated manner and to ensure those competitions are adequately judged and organised;

19.6.4. to ensure that, with the assistance of the Publicity Director, their allocated competitions are widely promoted and attended;

19.6.5. to ensure the Society sends the highest quality competitors to the ALSA Championships by facilitating their training and preparation in the allocated competitions; and

19.6.6. to provide assistance in the operation and promotion of all other competitions, where necessary or as directed by the Vice-President (Competitions).
19.7. The duties of the **External Competitions Director** include:

19.7.1. to carry out the duties assigned to them by the Vice-President (Competitions);

19.7.2. to take responsibility for facilitating the Society’s involvement in external competitions, which include intervarsity competitions, national competitions other than ALSA, and international competitions;

19.7.3. to select students to represent the Society at an external competition should there be more applicants than spots available;

19.7.3.1. Selection may be done in conjunction with the Vice-President (Competitions) and/or a representative/s from the College, but may also be done solely by the Director, depending on the discretion of the Vice-President (Competitions);

19.7.3.2. Should there not be a consensus amongst the relevant selecting parties, the Vice-President (Competitions) will have final say.

19.7.3.3. Selection methods may include holding internal rounds, conducting interviews or “mini demonstrations”, reviewing written applications, or any other means which the relevant selecting parties agree is necessary.

19.7.4. to arrange for advertising of the external competitions, any registration or other arrangements that might be necessary, and any training of competitors that might be able to be arranged.

19.8. The duties of the **Social Directors** include:

19.8.1. to carry out duties assigned to them by the Vice-President (Events);

19.8.2. to take responsibility, under the guidance of the Vice-President (Events), for the Events portfolio;

19.8.3. to assist in running all social events approved by the Executive;

19.8.4. to organise initiatives within the College, including but not limited to parties, sporting events, and other gatherings of a social nature;

19.8.5. where appropriate, to develop relationships with other faculties and universities, with a particular focus on inter-faculty and inter-university sporting events and initiatives; and

19.8.6. to ensure that all social events are of the highest quality possible.

19.9. The duties of the **Careers Directors** include:

19.9.1. to carry out duties assigned to them by the Vice-President (Careers);

19.9.2. to take responsibility, under the guidance of the Vice-President (Careers), for the Careers portfolio;

19.9.3. to ensure that, with the assistance of the Publicity Director, all careers services are widely promoted, attended and utilised; and

19.9.4. to coordinate a range of careers services aimed at enhancing the career prospects of law students.
19.10. The duties of the Social Justice Directors include:

19.10.1. to carry out duties assigned to them by the Vice-President (Social Justice).

19.11. The duties of the Barbecue Officer include:

19.11.1. to carry out duties assigned to them by the Vice-President (Events) and
19.11.2. to organise and run barbecues as directed by the Vice-President (Events) and by other members of the Executive.

19.12. The duties of the Wellbeing Director include:

19.12.1. to carry out duties assigned to them by the President;
19.12.2. to assist the President in maintaining comprehensive representation on all relevant committees of the College and other relevant fora;
19.12.3. to promote the interests of affected or disadvantaged groups and groups that need particular representation that constitute the student body.

19.13. The duties of the Strategic Director include:

19.13.1. to carry out duties assigned to them by the President or the IPP;
19.13.2. to develop the LSS Strategic Plan in conjunction with the Executive and the IPP;
19.13.3. to ensure that the strategic vision is implemented through recommendations to the Executive on development of programs, evaluation of programs and any other methods;
19.13.4. where necessary, to assess the implementation of the LSS Strategic Plan;
19.13.5. where necessary, to make recommendations on the assessment of the LSS Strategic Plan; and
19.13.6. to liaise with external bodies on the LSS Strategic Plan.

19.13.6.1. The Strategic Director is a non-voting member of the Committee.
19.13.6.2. The Strategic Director is appointed by the Executive, in conjunction with the IPP.
19.13.6.3. The Strategic Director must have previously been on the Committee cumulatively for one (1) year before their appointment.

20. Elections

20.1. The elections must be held over three (3) consecutive academic days during the second semester of the academic year, but before the fourth week of the fourth teaching period, and must include nine (9) hours of polling.

20.1.1. Notwithstanding section 20.1, election of the four (4) First Year Officers must be held over three (3) consecutive academic days during the first semester of the academic year, but before the beginning of the sixth week of the first teaching period, and must include at least nine (9) hours of polling.
20.2. The Vice-President (Administration) of the Society shall act as Returning Officer for the elections, except where the Vice-President (Administration) is running in the election, in which case the role of Returning Officer shall be appropriately delegated.

20.3. The elections must be conducted by a secret ballot, using an optional preferential system, and in accordance with this Constitution.

20.4. The positions to be filled are those listed in sections 16.1 and 18.2 of this Constitution.

20.5. The Returning Officer must call for nominations at least two (2) weeks before the commencement of polling and nominations must remain open for seven (7) academic days.

20.5.1. The call for nominations must state:

20.5.1.1. the positions to be contested;
20.5.1.2. the details of how nominations may be lodged;
20.5.1.3. the date of the close of nominations; and
20.5.1.4. the days and times of polling.

20.5.2. The call for nominations must be prominently displayed on five (5) notices on at least two (2) notice boards around the College.

20.6. Nominations for any position at the annual elections must:

20.6.1. be signed by two (2) members of the Society;
20.6.2. contain a signed undertaking by the nominee that she/he will act in the position if elected;
20.6.3. contain a signed undertaking by the nominee that she/he will abide by this Constitution.

20.7. Only international students may submit a nomination for the role of International Students Director. An exchange student is not an international student for the purpose of this section, notwithstanding section 2 of this Constitution.

20.8. A nominee can withdraw her/his nomination at any time.

20.9. The Returning Officer must arrange for the preparation of ballot papers:

20.9.1. the names of the candidates will appear on the ballot papers in a random order;
20.9.2. the ballot paper for all positions must contain the following words: “Write the number 1 in the box beside the candidate of your first choice”;
20.9.3. for elections where three (3) or more candidates have nominated for a position, the words indicated in section 15.8.2 must be succeeded on the voting paper by the following words: “You may then show as many further preferences as you wish by writing numbers from 2 onwards in the boxes beside the candidates of your choice”;
20.9.4. where there has only been one (1) nomination for a position where the box on the ballot paper would have appeared the word “elected” will appear. Consequently, the nominee will be elected to that position.

20.10. Any ordinary member of the Society is eligible to vote in the election.
20.11. The Returning Officer must, as soon as is practicable after the close of polling, arrange for the counting of votes to commence.

20.11.1. The Returning Officer may admit other members of the Society to assist in counting votes, provided that the members were not nominated for any positions in the election.

20.11.2. The Returning Officer or her/his nominee must determine whether or not each vote is valid.

20.11.3. The votes may be recounted at the request of the Returning Officer.

20.12. The results of the election must be published in public notices of the Society as soon as possible after the counting of votes is finished.
21. General Meetings

21.1. The members of the Society in General Meetings are the controlling body of the Society.

21.2. The decisions of any General Meeting of the Society are final and remain in force unless and until duly varied, amended, or annulled at a subsequent General Meeting.

21.3. Subject to this Constitution, decisions of a General Meeting will be passed by a simple majority.

21.4. At all General Meetings of the Society the Chairperson has a casting vote only.

21.5. Five (5) notices placed on not less than two different noticeboards around the College is deemed sufficient public notice to members.

21.6. Quorum at a General Meeting of the Society is thirty (30) members.

21.7. The procedure to be followed at General Meetings of the Society shall be defined by the Standing Orders of the Society.

22. Committee Meetings

22.1. Committee meetings are to be convened by the Vice-President (Administration), at the direction of the President or the Committee.

22.2. The Vice-President (Administration) shall give five (5) academic days public notice of a Committee meeting, and five (5) academic days written notice to members of the Committee, in accordance with section 21.5. E-mail is deemed to be written notice.

22.3. Subject to this Constitution, decisions of a Committee Meeting will be passed by a two-thirds majority.

22.4. Quorum at a Committee meeting of the Society is twelve (12) Committee members and must include at least three (3) members of the Executive.

22.5. The procedure to be followed at Committee meetings of the Society shall be defined by the Standing Orders of the Society and be subject to this Constitution:

22.5.1. Committee meetings are to be open to both members and non-members;

22.5.2. Subject to a contrary decision of the Committee, voting and speaking rights are to be limited to members of the Committee.

23. Ordinary General Meetings

23.1. Ordinary General Meetings are to be convened by the Vice-President (Administration), at the direction of the President or the Committee.

23.2. The Vice-President (Administration) must give seven (7) academic days public notice of an Ordinary General Meeting in accordance with section 21.5.

23.3. Notice of motion for placement on the agenda of an Ordinary General Meeting are to be in writing and given to the Vice-President (Administration) at least three (3) academic days before the day appointed for the meeting.
23.4. The Vice-President (Administration) must give public notice of the agenda at least two (2) academic days before the meeting. Only business on the agenda may be dealt with.

23.5. The Society will hold an ordinary general meeting in the second half of each academic year.

24. Special General Meetings

24.1. The Vice-President (Administration) is to convene a Special General Meeting where:

24.1.1. the President, in consultation with the Executive, determines that is necessary; or

24.1.2. a petition signed by twenty (20) members is submitted to the Vice-President (Administration).

24.1.2.1. The petition must state the particular issues for consideration.

24.2. The Vice-President (Administration) is to give five (5) academic days public notice of a Special General Meeting in accordance with section 21.5, including an agenda with the details of the business to be dealt with. Only business on the agenda may be dealt with.

25. Annual General Meetings

25.1. Annual General Meetings are to be convened by the Vice-President (Administration) at the direction of the President or the Committee.

25.2. The Society shall hold an Annual General Meeting in the first half of each academic year.

25.3. The Vice-President (Administration) must give seven (7) academic days public notice of the Annual General Meeting in accordance with section 21.5.

25.4. Notice of motions for placement on the agenda of the Annual General Meeting are to be in writing and given to the Vice-President (Administration) at least three (3) academic days before the day appointed for the meeting.

25.5. The Vice-President (Administration) must give public notice of the agenda at least two (2) academic days before the meeting. Only business on the agenda may be dealt with.

26. Proxies

26.1. Each member is entitled to appoint another member as a proxy by notice given to the Vice-President (Administration) no later than 24 hours before the time of the meeting for which the proxy is appointed.

26.2. Members may indicate to the proxy how to vote, or they may leave it to the discretion of the proxy.

26.3. Email is deemed to be sufficient notice for the purposes of this section.

26.4. The notice must contain the following words: “I (member’s name) appoint (proxy’s name) to act as my proxy for any items which require voting on at the Meeting on (date of meeting).”
Load (EFTSL) and Headcount (Enrolment) YTD

2017 Council dashboard:
First-half year student enrolment and load

data as at: 6 March 2017

1 First-half: EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,415.9</td>
<td>4,405.3</td>
<td>4,500.8</td>
<td>4,838.8</td>
<td>5,529.6</td>
<td>14.3%</td>
</tr>
<tr>
<td>2014</td>
<td>4,405.3</td>
<td>2,035.3</td>
<td>2,387.8</td>
<td>2,673.4</td>
<td>3,038.7</td>
<td>12.8%</td>
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<tr>
<td>2015</td>
<td>1,062.1</td>
<td>1,088.1</td>
<td>1,102.6</td>
<td>1,072.0</td>
<td>971.6</td>
<td>-9.4%</td>
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<tr>
<td>Total</td>
<td>7,625.7</td>
<td>6,006.9</td>
<td>8,320.6</td>
<td>8,639.1</td>
<td>9,560.1</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

2 First-half: domestic EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>3,538.3</td>
<td>3,556.2</td>
<td>3,599.6</td>
<td>3,746.5</td>
<td>4,176.7</td>
<td>11.5%</td>
</tr>
<tr>
<td>2014</td>
<td>1,130.0</td>
<td>1,358.4</td>
<td>1,585.1</td>
<td>1,379.9</td>
<td>1,300.7</td>
<td>-5.7%</td>
</tr>
<tr>
<td>2015</td>
<td>681.7</td>
<td>681.6</td>
<td>716.0</td>
<td>691.4</td>
<td>633.1</td>
<td>-8.4%</td>
</tr>
<tr>
<td>Total</td>
<td>5,362.2</td>
<td>5,608.0</td>
<td>5,910.2</td>
<td>5,834.3</td>
<td>6,121.0</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

3 First-half: international EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,087.0</td>
<td>1,132.5</td>
<td>1,211.8</td>
<td>1,334.2</td>
<td>1,458.3</td>
<td>9.3%</td>
</tr>
<tr>
<td>2014</td>
<td>987.9</td>
<td>1,147.1</td>
<td>1,098.9</td>
<td>1,100.2</td>
<td>1,233.1</td>
<td>12.1%</td>
</tr>
<tr>
<td>2015</td>
<td>138.0</td>
<td>137.2</td>
<td>136.5</td>
<td>109.1</td>
<td>93.6</td>
<td>-14.2%</td>
</tr>
<tr>
<td>Total</td>
<td>2,312.2</td>
<td>2,547.9</td>
<td>2,480.0</td>
<td>2,576.3</td>
<td>2,800.0</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

4 First-half: commencing EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,087.0</td>
<td>1,132.5</td>
<td>1,211.8</td>
<td>1,334.2</td>
<td>1,458.3</td>
<td>9.3%</td>
</tr>
<tr>
<td>2014</td>
<td>987.9</td>
<td>1,147.1</td>
<td>1,098.9</td>
<td>1,100.2</td>
<td>1,233.1</td>
<td>12.1%</td>
</tr>
<tr>
<td>2015</td>
<td>138.0</td>
<td>137.2</td>
<td>136.5</td>
<td>109.1</td>
<td>93.6</td>
<td>-14.2%</td>
</tr>
<tr>
<td>Total</td>
<td>2,312.2</td>
<td>2,547.9</td>
<td>2,480.0</td>
<td>2,576.3</td>
<td>2,800.0</td>
<td>8.7%</td>
</tr>
</tbody>
</table>

5 First-half: commencing domestic EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>923.2</td>
<td>925.1</td>
<td>1,020.5</td>
<td>1,058.3</td>
<td>1,118.3</td>
<td>5.7%</td>
</tr>
<tr>
<td>2014</td>
<td>549.3</td>
<td>676.5</td>
<td>743.3</td>
<td>635.1</td>
<td>589.7</td>
<td>-7.2%</td>
</tr>
<tr>
<td>2015</td>
<td>95.6</td>
<td>97.8</td>
<td>95.6</td>
<td>76.5</td>
<td>64.7</td>
<td>-15.4%</td>
</tr>
<tr>
<td>Total</td>
<td>1,579.5</td>
<td>1,710.8</td>
<td>1,876.6</td>
<td>1,784.8</td>
<td>1,779.0</td>
<td>-0.3%</td>
</tr>
</tbody>
</table>

6 First-half: commencing international EFTSL by career

<table>
<thead>
<tr>
<th>Year</th>
<th>UG 2013</th>
<th>UG 2014</th>
<th>UG 2015</th>
<th>UG 2016</th>
<th>UG 2017</th>
<th>Annual Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>163.8</td>
<td>207.4</td>
<td>191.3</td>
<td>275.9</td>
<td>340.0</td>
<td>23.2%</td>
</tr>
<tr>
<td>2014</td>
<td>438.6</td>
<td>470.6</td>
<td>355.6</td>
<td>465.1</td>
<td>643.4</td>
<td>38.3%</td>
</tr>
<tr>
<td>2015</td>
<td>42.4</td>
<td>39.3</td>
<td>40.9</td>
<td>32.6</td>
<td>28.9</td>
<td>-11.5%</td>
</tr>
<tr>
<td>Total</td>
<td>732.7</td>
<td>837.1</td>
<td>612.4</td>
<td>791.5</td>
<td>1,021.0</td>
<td>29.0%</td>
</tr>
</tbody>
</table>
2017 Council dashboard: First-half year student enrolment and load

Load (EFTSL) and Headcount (Enrolment) YTD

7 First-half: domestic EFTSL by college
- HDR = PGC = UG

8 First-half: international EFTSL by college
- HDR = PGC = UG

9 First-half: enrolment by college
- domestic
- international
- international %

10 First-half: enrolment by citizenship

11 First-half: domestic enrolment by home-state
- HDR
- PG Cwk
- UG

12 First-half: international enrolment by country
- HDR
- PGC
- UG

Prepared by Corporate Planning: Planning and Performance Measurement Division
ACADEMIC BOARD

Meeting No. 1/2017 of the Academic Board was held on Tuesday, 7 March 2017 at 9.30 am in the Mills Rm Room, Chancelry.

Present: Professor Lo (Chair), Professor Close, Professor Harding, Professor Leitch, Ms Mathey, Ms Angel, Professor Blackburn (for Professor Huntington), Professor Wesley, Professor Whitford, Professor Bottomley, Professor Cowan, Associate Professor Kramer (for Professor Mitchell), Dr Hendriks (for Associate Professor Newitt), Professor Whelehan, Ms Missingham, Dr Gustavson, Dr Craig, Dr Kennedy, Dr Blaxland, Associate Professor Sault, Dr Lu, Dr Hijazi, Dr Tricoli, Associate Professor Gani, Dr Banwell, Dr van Kerkhoff, Dr Rajendran, Dr Robins, Ms Nott, Ms Snowball, Ms Spence (for Ms Shaw), Mr Connolly, Dr Smith (for Professor Dodson), Associate Professor Wood.

By Invitation: Ms Lawless.

Observers: Ms Gouldthorp, Dr Wilde, Ms Shrewsbury, Ms Edge, Ms Chan, Ms Austin, Ms Bourke, Dr Hester, Ms Nitschke.

Apologies: Professor Schmidt, Professor Hughes-Warrington, Professor Cardew-Hall, Professor Baker, Professor Huntington, Professor Kirk, Professor Mitchell, Associate Professor Newitt, Professor Clements, Professor Abhayapala, Dr Whiting, Dr Schmidt, Dr Lahiri-Dutt, Professor Goh, Professor Pitchford, Dr Saunders, Professor Bicknell, Ms Shaw, Professor Dodson, Ms Martin.

In Attendance: Ms Caughey Hutt.

Unconfirmed Minutes

Part 1 – Procedural Items

Item 1 Apologies and Announcements

Item 1.1 Apologies
The apologies recorded above were noted.

Item 1.2 Announcements
The Chair, on behalf of the Academic Board made the following announcements:
1. Welcome to Professor Imelda Whelehan;
2. Welcome to Associate Professor Asmi Wood;
3. Welcome to the observers in attendance.

Item 2 Appointment to Academic Board

Resolution
The Academic Board approved the appointment of Associate Professor Asmi Wood to Academic Board as the Indigenous Representative.

Item 3 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 4 Starred Items
The starred items were: 1-6, 8-15, 20, 24, 34-36.

Academic Board 1/2017: Unconfirmed Minutes
In addition, the Board starred item 16.

**Resolution**
The Academic Board resolved to approve unstarred items.

**Item 5**
**Minutes**

**Resolution**
The Academic Board approved the minutes (567/2016) of meeting 6/2016 of the Academic Board, held on 6 December 2016, as a true and accurate record.

**Item 6**
**Matters Arising from the Minutes & Action Items**

**Resolution**
The Academic Board approved the minutes (567/2016) of meeting 6/2016 of the Academic Board, held on 6 December 2016, as a true and accurate record.

**Item 7**
**Appeals Panel Appointments**

**Resolution**
The Academic Board approved the appointment of Dr Vesna Sedoglavich, Mr Matthew Faltas, Mr Moses Stefan Emasu, Ms Jane Wakeford and Ms Kirrily Apthorp to the Appeals Panel in accordance with section 13 of the Appeals Rules 2015, for a term of 2 years, commencing on 8 March 2017.

**Item 8**
**Confidential Items**

There were no confidential items at the meeting.

**Part 2 – Information Flow**

**Item 9**
**Report from the Vice-Chancellor**
Members were invited to email any questions or comments on the report to secretary.academic.board@anu.edu.au.

**Resolution**
The Academic Board noted the report.

**Item 10**
**Report from the Deputy Vice-Chancellor (Academic)**
The Board discussed the report, noting that a working party is being established to consider how the new admission process will work.

**Resolution**
The Academic Board noted the report.

**Item 11**
**Report from the Deputy Vice-Chancellor (Research)**
The Board discussed the report, noting:
- Currently looking at doctoral training at Group of Eight universities (Go8) and whether there could be a Go8 research training program. There are perceptions that the University has sufficient funding for research, which does not support innovation and growth in research.
- Dates for ERA timetable have been set. The census date is 31 March and guidelines are due in October 2017. Submissions will be due in March 2018. This means it will be busy during Q1, 2018, so research staff will need to plan ahead as much as possible.
- The Deputy Vice-Chancellor (Research) acknowledged the efforts of staff to prepare grant submissions during Q1.

**Resolution**
The Academic Board noted the report.

**Item 12**
**Report from the Chair**
The Board discussed the report, noting:
- The accreditation sub-committee will be established before meeting 2/2017. Reports from the sub-committee will come to Board for final endorsement.
  The Chair thanked the members of the sub-committee for their participation.
- The Chair attended the Chairs of Academic Boards & Senates satellite meeting at the Higher Education Conference, reporting:

Academic Board 1/2017: Unconfirmed Minutes
• There is strong support from TEQSA for the work of Academic Board;
• Academic governance remains muted in the Higher Education sector;
• The establishment of a group of former Academic Board Chairs to support and mentor current Chairs, as well as support preparations for the external review for TEQSA;
• There is a renewed interest in student partnerships.

There is a need to educate Board about how to have conversations with the Executive and how to craft reports to include advice on key strategic issues.

Resolution
The Academic Board noted the report.

Item 13 Approvals by Executive Action
Resolution
The Academic Board noted the report on approvals by Executive Action by the Chair and endorsed the decisions taken.

Item 14 General Question time
The Board discussed the issues raised with the Executive, noting:
3. Infrastructure and teaching space at ANU, including progress on lecture space during the redevelopment
   • There are teaching and learning initiatives underway in the Colleges to address lower student attendance, in particular for lectures.
4. Creation of a public policy incubator
   • This topic will be considered at Academic Board 2/2017.
5. ANU Futures Scheme
   • How will the need for additional research infrastructure be supported? The University is looking forward to identify potential infrastructure projects that will support additional growth.

Resolution
The Academic Board noted the discussion and matters raised.

Part 3 – Strategy and Planning

Item 15 Hot Topic: Academic Plan and Research & Innovation Plan
Item 15.1 Draft Academic Plan
The Board discussed the draft Academic Plan, noting:
• The plan has been presented to the University Education Committee and feedback was received from Colleges, Business Units and Student Associations. The plan was redrafted with consideration for the feedback provided;
• Higher Education Academy fellowships: there is concern about the compulsion of the initiative and that it could impact on recruitment, in particular at senior levels. Why is the initiative for new staff when current staff may also benefit from engagement in teaching innovation;
• The Higher Education Academy fellowships facilitates and encourages staff to think about new ways of teaching and to refresh their approach to teaching;
• It is easy to require staff to meet an expectation but that does not automatically create a culture where staff want to engage in these initiatives. How does the University engineer a culture that encourage staff to engage in teaching;
• How will the Academic Plan address the lack of infrastructure to teach to large cohorts? The Union Court Redevelopment is not just about new buildings. It is also about improved digital infrastructure and training for staff on teaching methods and innovation. It is an integrated approach to supporting teaching and learning;
• The Academic Plan is about new initiatives and does not take into account current initiatives that are still in train and require substantial resources and support (e.g. Work Integrated Learning). The Board would like more information about what is happening with these initiatives and how they will be captured;
• The KPIs are still being developed and a working group has been established from the University Education Committee to develop the Institutional Performance Indicators;
• The Athena SWAN initiative is ambitious; it is a big undertaking to work towards the gold award but it will focus the University towards meeting the hurdles to do so;
• The University has one of the best retention rates in the country but there needs to be additional support as the student cohort becomes more diverse;
• A8: There is concern about using a tool to initiate requirements of staff when it may only capture a small portion of the student cohort;
• A8: There is concern about setting thresholds when the new instrument (A10) has not been built. How can thresholds be set before the meaning of the threshold is understood?
• Is it intended that SELTS will be used for A8? The plan includes the development of a new instrument for student feedback (A10), which will be more holistic and A8 does not commit to using SELTS as the measure;
• The University wants to capture student satisfaction but SELTS is only one indicator. How can student satisfaction as a metric be balanced with the scenario staff who have delivered the courses learning outcomes in an effective way;
• The purpose of the plan is to achieve teaching excellence but how can we know all these initiatives will lead to excellence; how will the University know if it have achieved the objective?

Resolution
The Academic Board noted the draft Academic plan as outlined at Appendix A, including any further amendments recommended at AB1/2017 for potential amendment.

Item 15.2 Draft Research and Innovation Plan
The Board discussed the draft Research and Innovation Plan, noting:
• This is a mud-map built out of the initiatives of the strategic plan;
• It is a high level, five year plan;
• The plan will be operationalised by cascading, supporting initiatives;
• The plan is clustered around three main parts: culture of academic excellence, obligations of the national university and research & innovation;
• A number of schemes will roll out; the ANU Futures Scheme has already commenced, designed to attract diverse talent;
• The Global Challenges Scheme will support the delivery of solutions to national priorities;
• The Global Challenges Scheme will provide funding for research issues of national significance where the University has the capabilities and expertise to address the issue. The allocation of funding will be considered by the University Research Committee and the College Deans. The intent of the scheme is to facilitate cross-discipline collaboration;
• The Innovation Institutes will also facilitate cross-discipline research;
• How does the University structure and assess PhD programs? The program should include career training for students;
• The establishment of pathways for Indigenous PhD candidates to capture their unique requirements;
• The University is committed to direct strategic funding to Indigenous health and wellbeing;
• The plan captures ongoing business that is critical for delivering the initiatives;
• The creation of a one-stop shop for services to support students;
• There is a need to recruit new people and plan for the long term;
• There is an appetite for support for academic staff to build academic and teaching excellence;
• Colleges will develop their own College based initiatives to support the improvement of academic excellence;
• Engagement with Asia-Pacific Region is captured in other plans, e.g. the Global Engagement Plan;
• The quality of research supervision will be a criterion used to reward staff;
- PARSA noted their support for plan, observing that it places the University in a good position to improve its rankings. There has been a concern that the University is slipping in the rankings and that this could have an effect on the perceived value of an ANU PhD;
- There is an appetite for schemes that will provide opportunities for PhD students to transition into business and to create a pathway for PhD students to move into early career research positions at the University;
- The University loses expertise and scientific knowledge when PhD students graduate;
- It is difficult to secure new funding and research opportunities in small, isolated groups. However, current promotion criteria is out of step with a team approach to undertaking research.

Resolution
The Academic Board noted the presentation from the Deputy Vice-Chancellor (Research) and the subsequent discussion.

Item 16 2017 Hot Topics
Resolution
The Academic Board approved the 2017 schedule for Hot Topics.

Item 17 Innovation Spaces on campus: how they connect with the ecosystem to promote entrepreneurship
Resolution
The Academic Board:
1. Noted the discussion points around innovation spaces and how this relates to ANU educational activities.

Item 18 ANU Submission to the Senate Inquiry into innovation & creativity
Resolution
The Academic Board noted the submission, made by ANU, to the Inquiry into Innovation and Creativity.

Item 19 Education and student experience IT program of work: 2017-2018
Resolution
The Academic Board noted the UEC list of agreed priorities on key education and student experience IT projects.

Part 4 – Academic Standards and Quality

Item 20 Enhancing student and staff engagement and experience with teaching activities
Resolution
The Academic Board approved the following recommendations:
1. Establishment of a network of transition course course convenors, education seminars as a dedicated forum for the discussion of education research and professional development opportunities for academic staff. [Action: College Executives]
2. Establishment of a network of course convenors delivering fully online teaching [Action: ANU Online]
3. Explore ways to improve approaches to teaching and engaging students. [Action: College Education Committees and CHELT]
4. Provide lecturers with training to become engaging and excellent teachers, with a requirement to undertake several hours of teaching and learning related PD each year. [Action: Colleges and CHELT]
5. Consideration of whether “intensive mode” teaching is more appropriate for some courses and some cohorts of students. [Action: College Education Committees]
6. Utilising alternative or additional methods of teaching: e.g. practicals, field-work, group and individual projects, case-based teaching, tutorial, flipped courses. Noting that some of these teaching modalities require attendance and exacerbate some of the logistical reasons students have for non-attendance. [Action: College Education Committees]
7. Identify teaching best practice in colleges and encourage all staff to develop interactive and engaging teaching practices. [Action: College Education Committees]
The Academic Board noted the following items are recommended for further consideration by the DVCA, PVC (EGE), University Executive and SMG:

1. Provision of additional grant funds to support innovative teaching methods.
2. A consistent approach to hiring and training of tutors, and alignment of academic hiring and promotion practices to encourage commitment to teaching excellence.
3. Provision of a University mentoring scheme for lecturers to enhance their teaching.
4. Provision of the lecture download data so that more accurate analysis on student behaviour can be determined.
5. For PPM to include a comprehensive student survey on reasons for non-attendance in their program of work for 2017. [PPM]
6. Sophisticated and comprehensive learning analytics and a redesigned course evaluation framework that together provide evidence on which to base constructive changes to course design and teaching methods. [PVC(EGE) and PPM]

Item 21  Academic Calendar 2020 and 2021  
Resolution The Academic Board approved the academic calendar dates for 2020 and 2021.

Item 22  Lecture Attendance and Echo360 Streaming, Semester 2, 2016  
Resolution The Academic Board noted the data on lecture attendance and Echo360 streaming for semester 2, 2016

Item 23  Benchmarking results of 2016 Graduate Outcomes Survey (GOS)  
Resolution The Academic Board noted the results of the 2016 national Graduate Outcomes Survey, benchmarked against Go8 and national results.

Item 24  Examination Dates 2017  
The Board received an update on planning for examinations during the Union Court Redevelopment, noting:

- Email correspondence has been circulated to staff regarding ongoing plans for examination arrangements;
- Negotiations are underway to secure a site close to campus to minimise disruption to staff and students;
- Public holidays and Sundays will not be considered for examination scheduling;
- There are potential safety issues with students crossing Barry Drive and the University will need to investigate options to ensure student safety.

Resolution
The Academic Board:
1. Noted the progress of the planning currently under way for Semester 1, 2017 examination management;
2. Noted the prior discussions regarding examination period duration;
3. Noted the approval of the rationalisation of reading and writing times for non-Medical School final examinations following consideration by Senior Management Group, Academic Board, and University Education Committee; and
4. Noted the update to be provided at the meeting.

Part 5 – Policy

Item 25  Academic Promotions Policy and Procedure  
Resolution The Academic Board noted the changes recommended by the Academic Working Party, and that feedback on the proposed changes should be provided to the Deputy Vice-Chancellor (Research) by 13 March 2017.

Part 6 – Reports from Committees and Units

Item 26  Report from University Education Committee  
Resolution The Academic Board noted the report.
Item 27  Report from University Research Committee  
Resolution  
The Academic Board noted the report.

Item 28  Academic Promotions Round report  
Resolution  
The Academic Board noted the report.

Item 29  ANU Wi-Fi Statistics 2016  
Resolution  
The Academic Board noted the ANU wifi statistics for 2016.

Part 7 – Accreditation

Item 30  Summary of Accreditation 2016  
Resolution  
The Academic Board noted the summary of accreditation status and activities from 2016.

Item 31  Coursework Review Schedule  
Resolution  
The Academic Board noted the Coursework Review Schedule.

Item 32  Academic Coordination Matrix of Responsibility for the Diploma of Creative Design  
Resolution  
The Academic Board approved the Matrix of Responsibility for the Diploma of Creative Design.

Item 33  Disestablishment of the Associate Degree program  
Resolution  
The Academic Board approved the following recommendations:
1. The disestablishment of the Associate Degree;
2. The timeframe and teach-out plan for the disestablishment;
3. The ANU Access Scheme (UPP/Diploma pathway), to take effect from Semester 1, 2018, (with paperwork to be tabled at CAAC1/2017) as the proposed alternative pathway for students into ANU programs.

Item 34  Undergraduate Awards  
Item 34.1 Disestablishment of Undergraduate Majors, Minors and Specialisations  
Resolution  
The Academic Board approved the following recommendations:
1. The Mathematical Applications & Computations Honours specialisation is disestablished as proposed.

Item 34.2 College-approved amendments

<table>
<thead>
<tr>
<th>College</th>
<th>Type</th>
<th>Major/Minor/Specialisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAP</td>
<td>Major</td>
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</tr>
<tr>
<td>CAP</td>
<td>Major</td>
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<tr>
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<tr>
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<td>Chinese Studies minor; CHST-MIN</td>
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<td>Czech Language minor; CSLO-MIN</td>
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<td>Czech Studies minor; CSTR-MIN</td>
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<td>Comparative Politics minor; CPOL-MIN</td>
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<tr>
<td>CAP</td>
<td>Minor</td>
<td>Composition, Arranging, and Sound Design minor; CASD-MIN</td>
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<tr>
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<td>Composition, Arranging, and Sound Design major; CASD-MAJ</td>
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<td>Minor</td>
<td>Criminology major; CRIM-MAJ</td>
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<td>Development Studies major; DEST-MAJ</td>
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<td>Digital Humanities major; DIHU-MAJ</td>
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<td>English major; ENGL-MAJ</td>
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<td>German Language and Culture major; GERM-MAJ</td>
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<td>Human Evolutionary Biology major; HUEB-MAJ</td>
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<td>Human Rights major; HMRT-MAJ</td>
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<td>Minor</td>
<td>International Communications major; ICOM-MAJ</td>
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<td>Linguistics major; LING-MAJ</td>
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<td>Music major; MUSC-MAJ</td>
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<td>Philosophy major; PHIL-MAJ</td>
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<td>Minor</td>
<td>Advanced French Studies minor; AFRE-MIN</td>
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<td>Advanced German Studies minor; AGER-MIN</td>
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<td>Minor</td>
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</tbody>
</table>
Resolution
The Academic Board noted that amendments to the following undergraduate majors, minors and specialisations have been approved by the relevant college.

Item 35
Graduate Awards
Item 35.1 Disestablishment of graduate specialisations
Resolution
The Academic Board approved the following recommendations:
1. The Classical Studies specialisation is disestablished as proposed.

Item 35.2 College-approved amendments

<table>
<thead>
<tr>
<th>College</th>
<th>Type</th>
<th>Specialisation</th>
</tr>
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<tbody>
<tr>
<td>CAP</td>
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<td>Japanese Language and Culture specialisation; JPNS-SPEC</td>
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<td>Korean Language and Culture specialisation; KORE-SPEC</td>
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<td>CAP</td>
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<td>Literary Chinese specialisation; LCHN-SPEC</td>
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<td>CAP</td>
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<td>Thai Language and Culture specialisation; THAI-SPEC</td>
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<tr>
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<td>Vietnamese Language and Culture specialisation; VIET-SPEC</td>
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<tr>
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<td>Art History and Curatorial Studies specialisation; AHCS-SPEC</td>
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<tr>
<td>CASS</td>
<td>Specialisation</td>
<td>English Language specialisation; ENGL-SPEC</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>CASS Specialisation</th>
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<tbody>
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<tr>
<td>CASS Specialisation</td>
<td>German Language and Culture specialisation; GERM-SPEC</td>
</tr>
<tr>
<td>CASS Specialisation</td>
<td>Museum Education &amp; Heritage Interpretation specialisation; MEHI-SPEC</td>
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<td>CASS Specialisation</td>
<td>Museums and Collections specialisation; MUCO-SPEC</td>
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<td>CASS Specialisation</td>
<td>Quaternary Studies and Palaeoenvironments specialisation; QUAT-SPEC</td>
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<td>CASS Specialisation</td>
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<td>CBE Specialisation</td>
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</table>

**Resolution**
The Academic Board noted that amendments to the following graduate specialisations have been approved by the relevant college.

### Part 8 – Items of Other Business

**Item 36 Other business and question time**

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

**Resolution**
The Academic Board noted the matters raised and the responses.
## ACADEMIC BOARD ACTION ITEMS 2017

<table>
<thead>
<tr>
<th>Item No.</th>
<th>Action Item</th>
<th>Area / Officer Responsible</th>
<th>Reporting Date</th>
<th>Contact Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB 1/2017 Item 25</td>
<td>Academic Promotions Policy and Procedure: Members are invited to provide feedback on the proposed changes of the Academic Promotions Policy and Procedure by 13 March 2017.</td>
<td>DVC (R)</td>
<td>13/03/2017</td>
<td><a href="mailto:eo.dvcr@anu.edu.au">eo.dvcr@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 1/2017 Item 14</td>
<td>General Question time: Creation of a public policy incubator: this topic will be considered at Academic Board 2/2017.</td>
<td>VC</td>
<td>AB 2/2017</td>
<td><a href="mailto:secretary.academic.board@anu.edu.au">secretary.academic.board@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 2/2016 Item 17</td>
<td>Hot Topic: gender access and equity: The Chair asked the Pro Vice-Chancellor (Student Experience) to report back on these issues at a meeting later in the year and to advise on how consideration of these issues feeds into development of the strategic planning process. Board members were asked to discuss issues within their area and report back with any suggestions or ideas to Professor Baker. <strong>Update:</strong> PVC-UE provided an update at AB 6/2016.</td>
<td>PVC (UE)</td>
<td>AB 3/2017</td>
<td>PVC (UE)</td>
</tr>
<tr>
<td>AB 6/2014 Item 15</td>
<td>Pathways to the PhD Working Party Report: The Pro Vice-Chancellor (Research and Research Training) to provide a report back to the final Board meeting in 2016. Noting any modifications that may need to be made based on the experience at that point. <strong>Update:</strong> DVC-R provided an update at AB 6/2016.</td>
<td>Dean, HDR</td>
<td>AB 3/2017</td>
<td>Dean, HDR</td>
</tr>
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</table>
# LIST OF TRANSACTIONS BY POWER OF ATTORNEY

## BETWEEN 8 FEBRUARY 2017 AND 1 MARCH 2017

<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
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<tbody>
<tr>
<td>1316</td>
<td>08/02/2017</td>
<td>1316</td>
<td>Transfer Form for Non-Market Transactions re all units in VPlus Active Fund and VPlus Investment Trust to National Nominees on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1317</td>
<td>08/02/2017</td>
<td>1317</td>
<td>Transfer Form for Non-Market Transactions re one million units in GBS Venture Partners (GBS) to National Nominees on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1318</td>
<td>08/02/2017</td>
<td>1318</td>
<td>Deed of Accession between National Nominees (new unitholder) GBS Venture Partners (GBS) ANU (existing unitholder) re transfer to custodial services on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1319</td>
<td>23/02/2017</td>
<td>1319</td>
<td>Application for Amending Money Market Deposit Account re Bankwest on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1320</td>
<td>01/03/2017</td>
<td>1320</td>
<td>Fee Rebate Agreement (in duplicate) re the University’s investment in Magellan Infrastructure Fund (Unhedged) on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1321</td>
<td>01/03/2017</td>
<td>1321</td>
<td>Fee Rebate Agreement (in duplicate) re University’s Investment in Magellan Global Fund on behalf of the Long Term Investment Pool</td>
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### SIGNIFICANT EVENTS REGISTER 30 JANUARY 2017 TO 16 MARCH 2017

<table>
<thead>
<tr>
<th>January</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
</table>
- Guest included  
  - His Excellency Mr Sumio Kusaka, Ambassador of Japan to Australia  
  - Air Chief Marshal Sir Angus Houston (Ret’d) AK AFC  
  - Mr Satoshi Morimoto, the Former Japanese Minister of Defence  
  - Rear Admiral (Ret’d) James Goldrick AO CSC |

<table>
<thead>
<tr>
<th>February</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
</table>
| 3 February 2017 | Centre for Research, Health and Wellbeing | Centre for Research, Health and Wellbeing (CRAHW) | Vice-Chancellor met with post-doctoral students at CRAHW to discuss research programs and career development opportunities at ANU.  

| 6 February 2017 | John Curtin School of Medical Research (JCSMR) | JCSMR | Launch Robotics Drug Discovery Platform at JCSMR with ACT Minister for Higher Education, Meegan Fitzharris |
| 6 February 2017 | Molonglo Theatre | Crawford School | Bridging Science, Economic and Policy Silos roundtable discussion  
  The Vice-Chancellor and Chief Scientist participated in the roundtable. |
| 8 February 2017 | German Embassy Residence | Embassy of Germany | Australia-German Advisory Group dinner  
  The dinner was attended by  
  - Vice-Chancellor  
  - Senator the Hon Mathias Cormann |
| 9 February 2017 | Llewellyn Hall | Office of the Vice-Chancellor | State of the University  
  Major all staff address and launch of the ANU Strategic Plan |
| 9 February 2017 | Vice-Chancellor’s Residence | Office of the Vice-Chancellor | Reception to thank the key people involved in the development of the Strategic Plan |
| 13 February 2017 | Llewellyn Hall | Office of the Vice-Chancellor | Vice-Chancellor welcomed the students to the new academic year |
| 13 February 2017 | Theatre, 50 Marcus Clarke Street | Australian Digital Health Agency | Vice-Chancellor participated in the panel for the National Webcast |
| 13 February 2017 | China in the World Building | Office of the Vice-Chancellor | 9th Anniversary of the National Apology to Australian Indigenous Peoples delivered by the Hon Kevin Rudd  
  Former Prime Minister Kevin Rudd reflected on what the Apology meant and what remains to be done in Australia.  
  The Vice-Chancellor welcomed guests and introduced the Hon Kevin Rudd. 200 people attended. |
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>14 February 2017</td>
<td>ANU School of Art Gallery</td>
<td>Opening of the Vice-Chancellor Visiting Artist Fellow Scheme</td>
</tr>
</tbody>
</table>
| 15 February 2017| Molonglo, Crawford Development Policy Centre | Australasian Aid Conference  
The conference was attended by the Hon Julie Bishop, Foreign Minister  
Deputy Vice-Chancellor (Research) welcomed guests to ANU and the Hon Julie Bishop. |
| 15 February 2017| Lawns of University Avenue Office of the Vice-Chancellor | Commencement Address to welcome the start of the academic year  
The speakers included:  
- Therese Rein  
- Vice-Chancellor  
- Deputy Vice-Chancellor (Academic)  
- Jamila Rizvi  
- Robert Williams  
2000 people attended. |
| 15 February 2017| National Museum PARSA           | PARSA Welcome Event attended by the Vice-Chancellor                                |
| 15 February 2017| Manning Clarke Theatre 1 Research School of Physics and Engineering | Public lecture delivered Dr Peter Riggs on whether science supports the claims of religion.  
313 people attended. |
| 16 February 2017| ANU Centre for European Studies ANU Centre for European Studies | Public lecture delivered by H.E. Dr Mykola Kulinich on Ukraine’s path to the EU: Challenges and perspectives.  
The lecture was attended by:  
- H.E. Mr Pawel Milewski, Ambassador for Poland  
- H.E. Mr Andres Unga, Ambassador for Estonia |
| 17 February 2017| ANU Centre for European Studies ANU Centre for European Studies | The State of the European Union: Challenges and Opportunities conference  
The lecture was attended by:  
- H.E. Mr Andres Unga, Ambassador for Estonia  
- H.E. Mr Pawel Milewski, Ambassador for Poland,  
- H.E. Mrs Nineta Barbulescu, Ambassador for Romania  
- Mr Matthias Ruete, Director General for Migration and Home Affairs, European Commission  
- Ms Gerda Winkler, Deputy Head of Mission, Embassy of Germany |
| 17-18 February 2017| ANU College of Asia & the Pacific | 2017 Myanmar Update Conference  
Keynote address was delivered by H.E. Dr Aung Tun Thet, State Counsellor of the Myanmar Government and Member of the Peace Commission |
130 people attended. |
<p>| 21 February 2017| Vice-Chancellor Office Office of the Vice-Chancellor | Vice-Chancellor met with Mr Andrew Wall, ACT Shadow Minister for Education |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 February 2017</td>
<td>Vice-Chancellor Office</td>
<td>Office of the Vice-Chancellor</td>
<td>SA5 student accommodation building was opened</td>
</tr>
<tr>
<td>22 February 2017</td>
<td>ACT Legislative Assembly</td>
<td>Office of the Vice-Chancellor</td>
<td>Vice-Chancellor and Director of Strategic Communications and Public Affairs met with Mr Andrew Barr, ACT Chief Minister</td>
</tr>
<tr>
<td>22 February 2017</td>
<td>Vice-Chancellor Boardroom</td>
<td>Office of the Vice-Chancellor/Strategic Communications and Public Affairs</td>
<td>Sol Invictus Solar Car agreement with MTAA Super was signed by Vice-Chancellor and the Hon John Brumby, Chair of MTAA</td>
</tr>
<tr>
<td>22 February 2017</td>
<td>Sir Roland Wilson Building</td>
<td>Humanities Research Centre &amp; Italian Embassy</td>
<td>Public lecture delivered by Congressman Alberto de Belaunde on Human Rights in Latin America Department of Foreign Affairs and Trade (DFAT) co-hosted the event.</td>
</tr>
<tr>
<td>27 February 2017</td>
<td>Mills Room</td>
<td>Universities Australia</td>
<td>Universities Australia session - delegation of Bavarian based German University Presidents and Vice-Presidents The Vice-Chancellor delivered the welcome.</td>
</tr>
<tr>
<td>28 February 2017</td>
<td>Mills Room and Campus Tour</td>
<td>International Strategic Partnerships (ISP)</td>
<td>Delegation of Bavarian based German University Presidents and Vice-presidents Deputy Vice-Chancellor (Research) hosted the delegation.</td>
</tr>
<tr>
<td>28 February 2017</td>
<td>16 Marcus Clark</td>
<td>NHMRC</td>
<td>Vice-Chancellor delivered address at the Health Innovation Advisory Committee meeting</td>
</tr>
<tr>
<td>28 February 2017</td>
<td>Nye Hughes Room, ANUCES</td>
<td>ANUCES</td>
<td>Public lecture on Brexit delivered by Aneurin “Nye” Hughes, former Head of the European Commission Delegation to Australia on Brexit.</td>
</tr>
<tr>
<td>28 February 2017</td>
<td>Suite MG 60, Parliament House</td>
<td>Minister for Industry, Innovation and Science</td>
<td>Vice-Chancellor met with Senator the Hon Arthur Sinodinos to discuss ANU strengths in science and astronomy</td>
</tr>
<tr>
<td>March</td>
<td>Venue</td>
<td>Host Area</td>
<td>Details</td>
</tr>
<tr>
<td>1 March 2017</td>
<td>Parliament House</td>
<td>Office of Richard Marles MP</td>
<td>Dr Peter Dean, Dr Brendan Taylor and SCAPA Senior Government Advisor met with Hon Richard Marles MP to discuss Defence issues.</td>
</tr>
<tr>
<td>2 March 2017</td>
<td>Mills Room</td>
<td>International Strategic Partnerships (ISP)</td>
<td>PSL MoU was signed and a roundtable discussion was held. The roundtable was attended by: French Foreign Minister, Ambassador of France, Vice-Chancellor</td>
</tr>
<tr>
<td>3 March 2017</td>
<td>Canberra Convention Centre</td>
<td>Universities Australia</td>
<td>Universities Australia Graduate Employability Forum Vice-Chancellor delivered address.</td>
</tr>
<tr>
<td>3 March 2017</td>
<td>Manning Clark House</td>
<td>Manning Clark House</td>
<td>18th Manning Clark Lecture delivered by the Vice-Chancellor on evidence and expertise in a post-truth world.</td>
</tr>
<tr>
<td>6 March 2017</td>
<td>Finkel Theatre, John Curtin School of Medical Research</td>
<td>College of Law</td>
<td>Public lecture delivered by Director-General, International Organisation for Migration, Mr William Swing on orderly migration in an orderly world. 200 people attended.</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Organisation</td>
<td>Event Description</td>
</tr>
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</tr>
<tr>
<td>7 March 2017</td>
<td>The Hall, University House</td>
<td>PARSA</td>
<td>Panel discussion on issues affecting women at ANU. The Vice-Chancellor responded to participants.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>Common Room, University House</td>
<td>ANU Human Resources</td>
<td>Morning Tea for International Women’s Day. Vice-Chancellor attended. 177 people attended.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>Vice-Chancellor Board Room</td>
<td>Office of the Vice-Chancellor</td>
<td>Vice-Chancellor met with High Commissioner of India.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>Vice-Chancellor Board Room</td>
<td>Office of the Vice-Chancellor</td>
<td>Vice-Chancellor met with Dr Mohammad Al-Sabah, former deputy Prime Minister and Minister of Foreign Affairs to the state of Kuwait.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>The Hall, University House</td>
<td>ANU Centre for Arab &amp; Islamic Studies</td>
<td>Public lecture on <em>Regional Security in a Turbulent World: A GCC Perspective</em> delivered by Dr Mohammed Al-Sabah, former deputy Prime Minister and Minister of Foreign Affairs to the state of Kuwait. 180 people attended.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>Theatrette, Sir Roland Wilson Building</td>
<td>Gender Institute</td>
<td>Public lecture delivered by Dr Kakenya Ntaiya on transforming your future in celebration for International Women’s Day. 100 people attended.</td>
</tr>
<tr>
<td>8 March 2017</td>
<td>Great Hall, Parliament House</td>
<td>Fulbright</td>
<td>Scholars Showcase and Fulbright Dinner. Vice-Chancellor attended.</td>
</tr>
<tr>
<td>9 March 2017</td>
<td>Geoscience Australia</td>
<td>Geoscience Australia and Office of the Vice-Chancellor</td>
<td>International Women’s Day breakfast. Vice-Chancellor delivered address.</td>
</tr>
<tr>
<td>10 March 2017</td>
<td>Theatre 1, Hedley Bull Centre</td>
<td>ANU Executive</td>
<td>Union Court Update Forum. This update forum was presented by Chris Grange.</td>
</tr>
<tr>
<td>10 March 2017</td>
<td>Main Ballroom, National Convention Centre</td>
<td>Innovate Canberra, Chief Minister Office</td>
<td>ACT Chief Minister’s Student Welcome. Deputy Vice-Chancellor (Academic) attended.</td>
</tr>
<tr>
<td>14 March 2017</td>
<td>China in the World Building</td>
<td>ANU Human Resources</td>
<td>Event to congratulate newly appointed professors to the University. Vice-Chancellor hosted.</td>
</tr>
<tr>
<td>14 March 2017</td>
<td>China in the World Building</td>
<td>ANU Centre for Arab &amp; Islamic Studies</td>
<td>Public lecture delivered by Professor Amr Hamzawy on Legalising Authoritarianism in Egypt. 200 people attended.</td>
</tr>
<tr>
<td>15 March 2017</td>
<td>China in the World Building</td>
<td>Research School of Biology</td>
<td>The Ralph Slatyer medal presentation &amp; public lecture delivered by Professor Mark Westoby. Vice-Chancellor delivered the welcome. 200 people attended.</td>
</tr>
<tr>
<td>16 March 2017</td>
<td>Brian Kenyon Student Space</td>
<td>ANU Executive</td>
<td>Union Court Updated Forum. This update forum was presented by Deputy Vice-Chancellor (Academic) and Chris Grange to discuss the upcoming construction of Union Court with ANU students.</td>
</tr>
</tbody>
</table>
Australian National University - Research Services Division

Grants and Consultancies
Awarded between 25 January 2017 and 10 March 2017

College of Arts and Social Science..........................................................................................................................................................................................2
College of Medicine, Biology and Environment...........................................................................................................................................2

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.
<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Institute of Criminology</td>
<td>Prof Roderic Broadhurst</td>
<td>Cybercrime Risks and Spam Deception Experiments</td>
<td>$42,808</td>
</tr>
<tr>
<td>Commonwealth Department of Social Services</td>
<td>Prof Matthew Gray</td>
<td>Family, Domestic and Sexual Violence within Aboriginal and Torres Strait Islander Communities Study</td>
<td>$4,394,306</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
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<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACT Department of Justice and Community Safety</td>
<td>Prof Kaarin Anstey</td>
<td>Contribution to updating the &quot;Older Drivers Handbook&quot;</td>
<td>$1,910</td>
</tr>
<tr>
<td>Australasian Sarcoma Study Group</td>
<td>Dr Lucy Coupland</td>
<td>Novel Therapies for Osteosarcoma: RNA Pol I Inhibitors</td>
<td>$25,000</td>
</tr>
<tr>
<td>Australian Academy of Science</td>
<td>Dr Marta Yebra</td>
<td>Flammability warning from space</td>
<td></td>
</tr>
<tr>
<td>Cancer Australia</td>
<td>Dr Matthew Cook</td>
<td>AUTO-CHECK study: Molecular determinants of autoimmunity and immune related adverse events in advanced cancer patients treated with immune checkpoint inhibitors</td>
<td>$574,009</td>
</tr>
<tr>
<td>Juvenile Diabetes Research Foundation Australia (JDRF)</td>
<td>Dr Charmaine Simeonovic</td>
<td>Blockade of platelet-neutrophil interactions for T1D prevention and treatment</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Organisation</td>
<td>Name</td>
<td>Project Description</td>
<td>Amount</td>
</tr>
<tr>
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</tr>
<tr>
<td>National Seniors Australia</td>
<td>Prof Kaarin Anstey</td>
<td>Online resource for healthy aging</td>
<td>$25,480</td>
</tr>
<tr>
<td>Parks Victoria</td>
<td>Prof David Lindenmayer</td>
<td>Central Highlands Monitoring Project</td>
<td>$90,000</td>
</tr>
</tbody>
</table>
MEMO

SUBJECT: Emeritus Professors since March 2016

TO: Kate Molloy, Director, Corporate Governance and Risk Office

FROM: Nadine White, Director, Human Resources

DATE: 10 March 2017

This memo is to submit to Council the names of those individuals who have been approved the title of Emeritus Professor since the March 2016 Council meeting.

The following names are to be inscribed in the roll as an Emeritus Professor once noted by Council:

Brian Anderson (1981 – 2016)
Distinguished Professor (1981 – 2016)
Director, Research School of Systems Engineering (2003 – 2000)

Professor (2012 – 2017)
Dean of Arts and Social Sciences (Education) (2010 – 2011)
Director (Dean), Faculty of Arts (2008 – 2009)

Martin Bennett (1967 – 2000)
Distinguished Professor (1991 – 2000)

Professor (1983 – 2017)

Peter Cane (1997 – 2016)
Professor (1997 – 2016)
Distinguished Professor (2007 – 2016)
Associate Dean (Research) (2013 – 2016)

Wah Chow (1996 – 2016)
Professor (2007 – 2016)

George Clark-Walker (1968 – 2006)
Professor (1997 – 2006)

Professor (1994 – 2016)
Dean, ANU College of Law (2000 – 2012)

Professor (1995 – 2008)
Associate Dean (Research) (2005)

Professor (2006 – 2017)
Director, Fenner School of Environment and Society (2009 – 2017)
Director, Fenner School of Environment and Society (2009 – 2017)

**Kathleen Griffiths (2000 – 2016)**
Professor (2009 – 2016)
Director, National Institute for Mental Health Research (2012 – 2016)

Professor (2007 – 2016)
Director, Australian Plasma Fusion Research Faculty (2010 – 2016)

**Brian Kennett (1984 – 2016)**
Professor (1984 - 2016)
Distinguished Professor (2005 – 2016)
Director, Research School of Earth Sciences (2006 – 2009)

**Brij Lal (1990 – 2016)**
Professor (1997 – 2015)
Interim Director, School of Culture, History and Language (2012)

**Peter McDonald (1995 – 2016)**
Professor (1995 – 2016)
Director, Australian Demographic and Social Research Institute (2007 – 2013)

**Brendan McKay (1983 – 2016)**
Professor (1983 – 2016)

**Howard Morphy (1997 – 2016)**
Professor (1999 – 2016)
Director, Research School of Humanities and the Arts (2007 – 2013)
Distinguished Professor (2013 – 2016)

**David Ollis (1992 – 2016)**
Professor (2005 – 2016)

**Julia Potter (2003 – 2016)**
Professor (2003 – 2016)

**Barbara Stapleton (1997 – 2016)**
Professor (1997 – 2016)
Distinguished Professor (2015 – 2016)

**John Taylor (1986 – 2013)**
Professor (2010 – 2013)
Director, Centre for Aboriginal Economic Policy Research (2010 – 2013)

**Patrick Troy**
Professor (1966 – 2002)

**Fiona Wheeler (1989 – 2017)**
Professor (2008 – 2017)
Deputy Dean, ANU College of Law (2010 – 2014)

**John White (1985 – 2013)**
Distinguished Professor (1985 – 2013)
Attached is a citation for each Emeritus Professor for the information of Council members.

Nadine White  
Director – Human Resources
Brian Anderson
Professor Brian Anderson has been a Professor for over 50 years, 36 of those spent at the Australian National University (ANU). Professor Anderson’s research can be broadly defined as Systems and Controls. During Professor Anderson’s time at the University he has, largely individually, helped make Australia’s contribution to this area world leading. He has accomplished this both through his own research and in the more strategic role he has played in the leadership and mentoring he has shown to young academics who are now leaders within this field.

Professor Anderson’s achievements are an outstanding example of this University’s unique national mission. He performed a key role in the foundation of NICTA, both convincing the Australian Government of the need for such an organisation, leading the winning bid and becoming the organisations interim CEO/President and continuing as their Chief Scientist until 2007. Professor Anderson has continued to play an important role influencing public policy more generally. He has been Director of the Australian Foundation for Science, the President of the Australian Academy of Science and a member of the Prime Minister’s Science, Engineering and Innovation Council.

Professor Anderson has received numerous recognitions of his achievements both domestically and internationally. He has been named as an Officer (1993) and Companion (2016) of the Order of Australia, received one of the highest honours that can be conferred upon foreign nationals by the government of Japan and holds multiple honorary degrees and appointments from Universities in the US, Europe and Asia. In 2016 he was honoured once again by the ANU, renaming Building 115 to the Brian Anderson Building.

Joan Beaumont
Professor Joan Beaumont is an internationally recognised historian of Australia in the two world wars, Australian defence and foreign policy, the history of prisoners of war and the memory and heritage of war. Her publications include the critically acclaimed Broken Nation: Australians and the Great War (Allen & Unwin, 2013), which was joint winner of the 2014 Prime Minister’s Literary Award (Australian History), and winner of the 2014 NSW Premier’s Prize (Australian History), the 2014 Queensland Literary Award for History, and the Australian Society of Authors’ 2015 Asher Award.

Prior to joining the Strategic and Defence Studies Centre in the ANU College of Asia and the Pacific Professor Beaumont was Dean of Education in the College of Arts and Social Sciences at the ANU (2010-11) and Dean of Arts (& Education) at Deakin University (1998-2008). She is a Fellow of the Academy of Social Sciences of Australia; a Fellow of the Australian Institute of International Affairs; a member of the Editorial Advisory Board of DFAT; The Netherlands Institute for War and Holocaust Studies international advisory board; and the University of Alabama Press (War, Memory and culture series). She graduated from the University of Adelaide (BA Hons 1969) and the University of London (King’s College, PhD 1975). She is a regular media commentator about the history of Australia at war.

Martin Bennett
During the period of his appointment (1967-2000) at the Research School of Chemistry, Professor Martin Bennett and his group worked in the field of organo-transition metal chemistry, on molecular compounds of the d-block elements that contain direct metal-to-carbon bonds. His work played a part in the rapid expansion of this field, which is now an established feature of the methodology of modern organic synthesis.

Other contributions to the field of chemistry include the discovery of the compound chlorotris(triphenylphosphine) iridium (I), ability of zerovalent platinum and nickel to stabilize in the form of metal complexes small-ring acetylenes and the discovery of a family of aromatic complexes of ruthenium which have found wide application as precursors in homogeneous catalysis and in coordination chemistry.

Professor Bennett has also extensively contributed to the sections on Ruthenium in the first two editions of the reference work Comprehensive Organometallic Chemistry (Elsevier Science Ltd. 1982, 1995).

On the basis of his research, Professor Bennett was elected to the Australian Academy of Science (1980), the Royal Society of London (1995) and the Bavarian Academy of Science (2000). He has collaborated extensively with groups in Germany, Italy and Japan and spent periods of sabbatical leave at the Max-Planck Institut für Kohlenforschung, Mülheim an der Ruhr and at the University of Würzburg, Germany.
Harold Brennan

Professor Harold (Geoff) Brennan is known around the world as one the leading scholars in the area of PPE (the intersection of Philosophy, Politics and Economics). He came to fame in this field through his collaboration, starting in the 1970s, with the Nobel Prize-winning economist James Buchanan, and particularly through their two jointly-authored books, The Reason of Rules (Cambridge University Press, 1985) and The Power to Tax (Cambridge University Press, 2006). Buchanan always had immense respect for Professor Brennan’s contribution to his research programme. Professor Brennan was a major influence on Buchanan’s thinking, encouraging him to move away from mainstream public choice economics and to adopt a more interdisciplinary methodology. Professor Brennan became and has remained the intellectual leader of the community of Buchanan scholars and disciples, but he has always maintained a critical distance from Buchanan’s work and has acted as an intermediary between Buchanan’s very American mix of conservatism and populism and the more nuanced liberalism of Western Europe and Australasia.

Apart from his work with Buchanan, Professor Brennan is best known for two big PPE ideas, both of which are movements away from the traditional model of Rational Economic Man. One (developed with Loren Lomasky) is the idea that voters (much more than consumers, because of the different incentives in politics and markets) can act on ‘expressive’ motivations. The other (developed with Philip Pettit) is that important areas of economic and social life can be viewed as an ‘economy’ in which esteem is produced and consumed.

Peter Cane

Professor Peter Cane has been Professor of Law in the Research School of Social Sciences since 1997. He has combined this with fellowships and teaching in the US and UK institutions over the years.

Professor Cane has written extensively within private law, public law and legal theory. He has made a substantial contribution to tort law theory, where his work ranges over a wide area and is varied. He has co-authored with Francis Trinidade a major text, The Law of Torts in Australia (Oxford University Press, 2012). He has taken over responsibility from FS Atiyah the classic work Accidents Compensation and the Law (Eastern Book Company, 1978), now re-titled Cane’s Accidents Compensation and the Law (Cambridge University Press, 2013). His monograph on Tort Law and Economic Interests in many respects did for this area of tort law what Atiyah’s work had done for personal injuries. This work was followed by a monograph on The Anatomy of Tort Law (Hart Publishing, 1997).

Professor Cane would also be regarded as one of the leading public law scholars of his generation in the common law world. His Introduction to Administrative Law (Clarendon Press, 1996) is a classic and has gone through many editions. He has co-authored with L McDonald a book on Australian administrative law, Principles of Administrative Law: Legal Regulation of Governance (Oxford University Press, 2008) and a study of tribunals in common law countries, Administrative Tribunals and Adjudication (Bloomsbury, 2009). Professor Cane’s most recent work results from a major theoretical project concerning the nature of accountability in modern constitutions and involves a comparison of the US, UK and Australian constitutional models. In addition Professor Cane was selected to edit with J Conaghan the prestigious New Oxford Companion to Law (Oxford University Press, 2008) and with Herbert Kritzer, the Oxford Handbook of Empirical Legal Research (Oxford University Press, 2012). This is not to mention the significant contribution he has made through journal articles and edited volumes.

Wah Chow

Dr Wah (Fred) Chow joined the Research School of Biological Sciences in 1996. Between 2002 and 2006, he served as the Head of the Photobioenergetics Group and was promoted to Professor in 2007. Professor Chow has had a long and productive research career in biophysics, particularly in relation to photosynthesis. In recognition of the impact of his work, ISI identified him as a highly cited researcher in the field of Plant and Animal Sciences in 2005. Not only has his publication record been sustained (averaging 6 publications per year since 2001), but he has received over 7,000 citations and achieved an outstanding H index of 50. To put this in context, his publication record places him in third place in the Division of Plant Sciences, behind Emeritus Professors Graham Farquhar FAA FRS and Murray Badger FAA and ahead of Professors Susanne von Caemmerer FAA and John Evans FAA.

Once access to ARC grants became possible, Professor Chow succeeded in winning 6 Discovery grants (2003, 2006 (2), 2010, and 2012 (2)) totalling over $1.5M. Each of these grants involved collaborations with others and during his research career he has formed productive relations with a diverse range of colleagues from many institutions and
countries. Reflecting his personal philosophy, he has not sought the limelight and his resume does not contain lists of Plenary lectures delivered to international congresses or awards.

Professor Chow had rather unusual appointments at ANU. The initial fixed term appointment was renewed and then further extended through conversion to part time. Despite this sacrifice in remuneration, he continued to work fulltime. As his appointment was solely for research, he did not lecture to undergraduates. However, he has and continues to be active in HDR supervision (11 PhD students, 1 currently under examination and 3 more ongoing). His expertise in biophysics is a skill in short supply at the Research School of Biology and to capture it, the ARC Centre of Excellence for Translational Photosynthesis has made him an Associate Investigator. The COETP benefits greatly from being able to utilise Professor Chow’s skills and knowledge and he is currently training researchers in the use of sophisticated equipment in his laboratory.

George Clark-Walker
Professor George (Des) Clark-Walker has been with the Research School of Chemistry since 1968, starting as a Research Fellow in the newly-formed Research School of Biological Sciences at the Australian National University. In 2006, after 37 years in the Research School of Biology, he retired as Professor of Molecular Genetics and moved to the Research School of Chemistry.

In his nearly 50 years with the University, Professor Clark-Walker has published over 110 papers in leading scientific journals. In the Research School of Chemistry, Professor Clark-Walker has made significant contributions to the research activities of the School, including mentorship of both current academic group leaders as well as the PhD student cohort. Professor Clark-Walker will continue with his collaborative research projects within the School including a collaboration with a research group in protein structure, where his expertise is in determining amino acid sequence and amino acid folding.

Michael Coper
Professor Michael Coper was Dean of the ANU College of Law from 2000 – 2012. During those twelve years he made an outstanding contribution to legal education at ANU, in Australia and to the internationalisation of legal education and legal services.

Professor Coper’s eminence is evidenced by the number of distinguished appointments he has held. He is one of only a small number of non-US members of the prestigious and influential American Law Institute, having been nominated and elected in recognition of his outstanding contribution to constitutional law. He was elected as Chair of the Council of Australian Law Deans in 2005, serving until 2007 during which time he was instrumental in forging a ‘whole of discipline’ focus for the Council. During and since his time on the Council he has been instrumental in the promulgation of a set of standards for Australian law schools. Also in 2005 Professor Coper was appointed by the Attorney-General as a member of the Australian Government’s International Legal Services Advisory Council (ILSAC). In this capacity he was member of legal services missions to Singapore, India and Washington DC and played a key role in the recognition of Australian law degrees in overseas jurisdictions. In 2011 he was selected by the Governing Board of the International Association of Law Schools to be Vice-President of that Association.

Professor Coper is a Foundation Fellow of the Australian Academy of Law which comprises lawyers of exceptional distinction elected from academia, the judiciary and the legal profession. His standing in the Australian legal community was acknowledged at a conference in his honour held at the ANU in December 2016. Participants included current and former Justices of the High Court of Australia, the Federal Court and leading practitioners.

Ann Curthoys
Professor Ann Curthoys is one of Australia's most outstanding historians, intellectuals and academics. Whilst at the ANU from 1995 – 2008, she made an exemplary and highly distinguished contribution to historical research, to promoting history and the academy more broadly. In doing so, Professor Curthoys demonstrated that she is one of the leading historians of her generation and one of the finest scholars Australia has produced. The sustained body of research she published while at the ANU has been recognized by her national and international peers and it has significantly advanced our understandings of Australian political, social and cultural history. Professor Curthoys' scholarship covers many fields
including Aboriginal history, women's history, genocide history, intellectual and cultural history. In each of these areas, she has pioneered innovative and distinctive contributions that have been transformative in the field.

Professor Curthoys enjoys a high international reputation. She has been an external adviser on the Canadian Research Council and the Marsden Fund of New Zealand. She has held several international fellowships including at Cambridge (2006); Georgetown (2003 – 2014); and University of London (1982 – 2006). The regular requests from publishers to read manuscripts and journal articles are a testimony to her standing. Professor Curthoys has been a tireless promoter of the humanities in Australia and she has played a central and vital role in developing and strengthening history.

Furthermore, Professor Curthoys' active and influential role in education policy, and in public policy more generally associated with the higher education sector makes her a most worthy recipient of the Emeritus title. She has been a tireless supporter of history in these areas. These include her consultancy work for the Department of Sustainability, Environment, Water, Population and Communities, Heritage Branch (Assessment of the Indigenous National Heritage Values for Moree Baths and the 1965 Freedom Ride) in 2012; as an expert adviser to the Department of Environment and Heritage in 2005; and adviser to SBS and partners, for The Colony TV Series in 2005.

An inspiring teacher, Professor Curthoys has mentored many of the new generation of scholars. An active and energetic supervisor of postgraduate students, she has also nurtured the talents of early career researchers and senior colleagues alike. In her capacity as Associate Dean (Research) and Head of School she showed inspiring leadership in strengthening the national and international standing of the humanities and the social sciences at the ANU. In these roles, her generosity and willingness to promote, support and nurture the careers of others is a talent and a gift from which many of her colleagues have benefited enormously.

Stephen Dovers
Professor Stephen Dovers is a world-leading researcher investigating the policy and institutional dimensions of environment and sustainability. His research has always been innovative, and is highly cited. Professor Dovers' contributions to explaining the institutional dimensions of biodiversity, climate change, disasters, urban sustainability, and water have influenced scholarship around the world. He is a Fellow of the Academy of Social Sciences of Australia.

Professor Dovers has established a legacy that few scholars can claim. He has supervised over 60 PhD students, many of whom are now Professors, with many others working in Government or industry: each advancing sustainable development through their professional activities. In addition to this outstanding mentoring role, Professor Dovers has worked closely and influentially – if discreetly – with Australian Government to influence sustainability policies and programs: for this he is highly regarded and trusted within the Australian Government sector. Finally, Professor Dovers has successfully directed the Fenner School for the past eight years, helping to consolidate and extend its reputation as Australia's leading institution for research and training on Environment and Society, and one of the world's best in this field.

Kathleen Griffiths
At the time of her retirement in 2016 Professor Kathleen Griffiths was the Director of the National Institute for Mental Health Research (NIMHR), an NHMRC Senior Research Fellow, and an ANU Policy Fellow. Over her career, she has indeed been a world leader in her fields of expertise, as well as a sought after collaborator and mentor, reflecting her approach to research and relationships.

She is the recipient of 12 research/research translation/health services/outreach awards, and the author of over 260 publications and websites/applications, most since her return to full-time research in 2001. Her Google h factor is 60 and her work has been cited more than 13,000 times. She attracted funding of $21.6 million in grants in the 10 years prior to her retirement. Frequently invited and funded to present her research overseas, Professor Griffiths has participated in a large number of international research collaborations including in the UK, US, Norway, Finland, Netherlands, Germany, China, Japan, and New Zealand and served on advisory panels for EU-funded projects. She is a member of the Editorial boards of three international journals and is Co-Chair of the World Psychiatric Association Section of Informatics and Telemedicine. Professor Griffiths has served on multiple scientific advisory committees (eg for Veterans Affairs, Defence, NEAMI, Headspace) and the five years prior to retirement was an invited member of 12 National and State mental health government and other health policy and practice related advisory committees, working groups and boards.
One of Professor Griffiths' key contributions has been her innovative and high impacting research on the use of new technologies to prevent and treat mental illness, reduce stigma, and improve public knowledge and help-seeking for depression and anxiety conditions. Together with her colleague Professor Helen Christensen, Professor Griffiths was an international pioneer in the field of e-mental health research. They were the first to demonstrate that an automated online self-help program (MoodGYM) could reduce depression. In subsequent research they confirmed MoodGYM was effective in a range of settings (eg, Lifeline, UK NHS portal, schools, universities, primary care) and for prevention and treatment. Griffiths also led other innovative e-mental health work publishing the first RCT to demonstrate the effectiveness of an ISG for depression, demonstrating the effectiveness of a new workplace mental health induction program (MH Guru) and leading the ANU node of the Young and Well CRC to develop a virtual clinic for university students. The public health impact of this research and development work has been substantial. Together with Australia's first e-mental health policy discussion paper which Griffiths co-authored (2001), the research impacted on national and international e-mental health policy and practice including the introduction of Australia's COAG teleweb initiative. Four years after publishing the original outcomes of the MoodGYM trial, Professor Griffiths (as CIA) obtained government funding to provide a global e-mental health self-help service which at the time of her retirement had delivered services to over 1 million citizens from 222 nation states. MoodGYM receives approximately 62,000 links from other webpages including over 150 NHS Trusts, is recommended in international clinical practice guidelines and national strategies and has been translated into five languages including Chinese. An ANU spin-off company was recently established by two former ANU employees to commercialise these e-mental health products.

Another of Professor Griffiths's key national and international contributions has been her leadership in focusing on the perspectives people with a lived experience of mental illness (consumers) and on advocating their active engagement in the research process to increase the relevance of mental health research. To this end in 2003 she founded and led the then unique Depression & Anxiety Consumer Research Unit (CRU) at NIMHR a unit comprising academics and students with research qualifications and lived experience of mental ill-health tasked. The unit was tasked with identifying and undertaking research of relevance to consumers, serving as a bridge between consumers and researcher and training the next generation of consumer researchers. Related to this work Professor Griffiths has also made influential contributions in the field of stigma, a priority area for consumers. She published the first national Australian study of stigma associated with mental illness and was the first to demonstrate that stigma associated with depression could be reduced using the Internet. Her measures of stigma are widely used internationally with one measure translated into at least 13 languages.

John Howard
Professor John Howard holds a PhD in Physics (1983) from Sydney University and joined the ANU in 1987 as a Research Fellow, after research positions at The Australian Naval Research Laboratories and at UCLA. He is a Fellow of the Australian Institute of Physics.

Professor Howard has made internationally recognised contributions to research in fundamental plasma science and the physics of stellarators, and has forged an international reputation in the application of optical and laser-based diagnostics for the non-disruptive interrogation of plasma properties.

Professor Howard has been Head of the Plasma Research Laboratories at the ANU for the past six years and was also Director of the Australian Plasma Fusion Research Facility for the past six years. In this latter role, and indeed also in years previous, he has been the key contact with the Australian Government with oversight of NCRIS funding, and he has successfully negotiated several million dollars in funding in the recent past under this scheme. He has also led the transition of this activity over the next few years, away from "big" stellarator physics to an active and world-class program in plasma-materials interactions.

Professor Howard has been involved in the supervision of more than 30 postgraduate students and numerous Honours students during his ANU career. He has also mentored numerous mid- and early-career researchers and technical officers. He has contributed strongly to the undergraduate physics teaching program and played an import role as the Honours Physics coordinator for several years. He has been an active member of the Research School and has served on many committees, providing leadership and service to the School at the highest levels. He is highly respected within the School for his calm and positive demeanour and his fair and equitable approach to all matters.
He has also served both the national and international Physics and Plasma Physics communities well – he was recently the Chair of the Australian Institute of Physics Congress held in Canberra in 2014 and has served on many international Conference and workshop committees. He is incredibly well connected internationally and his optical diagnostic techniques have been taken up and installed on some of the major, large-scale plasma devices in laboratories around the world.

Brian Kennett
Professor Brian Kennett received his PhD in Theoretical Seismology from the University of Cambridge in 1973 and held positions at the University of California and University of Cambridge before moving to the ANU in 1984, where he led the internationally renowned Seismology Group and has been Distinguished Professor of Seismology since 2005. Professor Kennett's research has focused on using the seismic wavefield to characterise the internal structure of the Earth and to locate and characterise earthquake sources, including the discrimination of underground nuclear explosions. He has published over 300 journal articles and five books that have attracted almost 18,000 citations.

The quality and international impact of Professor Kennett's research is manifest in his many prestigious national and international career awards, including election to Fellow of American Geophysical Union, Fellow of the Australian Academy of Sciences, Associate of the Royal Astronomical Society, and Fellow of the Royal Society (London). He has also been awarded the Centenary Medal of the Commonwealth of Australia for "Service to Australian society and science in geophysics", Jaeger Medal of the Australian Academy of Sciences, Murchison Medal of The Geological Society of London, Gutenberg Medal of the European Geosciences Union, Gold Medal for Geophysics by the Royal Astronomical Society, ANU's Peter Baume Award, and the Flinders Medal of the Australian Academy of Sciences.

Professor Kennett has made outstanding contributions in service to the University as Pro Vice Chancellor & Chair of the Board of the Institute of Advanced Studies from 1994 to 1997, Chair of the Board of the Institute of Advanced Studies 2001-2003, and Director of the Research School of Earth Sciences 2006-2010. In service to the discipline of Geophysics he has been President of IASPEI (International Association of Seismology and Physics of the Earth's Interior) from 1999-2003, and was instrumental in establishing and developing the Australian National Seismic Imaging Resource (ANSIR) a major National Research Facility that has been used for characterising the detailed internal structure of the Australian continent and underlying mantle. Professor Kennett has 35 graduate PhD students and has been, and continues to be, an exemplary mentor for early career researchers at the ANU.

Brij Lal
Professor Brij Lal is the most distinguished living historian of the Pacific in Australia. He has produced 17 single-authored books in that field, including the magisterial Broken Waves: A history of the Fiji Islands in the 20th Century (University of Hawaii Press, 1992) and has edited around two dozen volumes. His work is widely cited as evidenced by the fact that he has the second-highest H-index score of any historian in any field at an Australian university. His contribution to Australian public life was recognized in 2015 by his appointment as a Member of the Order of Australia.

Professor Lal is known for his detailed research on the Indian diaspora in Fiji and well as his broader, synthesizing work on the history of Fiji in general and on the South Pacific as a whole. His work is empirically rigorous and marked by a gentle and persuasive empathy with those he writes about. His many successful PhD students testified at his recent farewell celebration to his caring but rigorous style of supervision.

Professor Lal is also a model of engagement in the wider world, having been closely involved in drafting one of Fiji’s post-coup constitutions. That constitution, now overthrown, drew on understandings of multiethnic politics from many parts of the world and is widely regarded as the best that Fiji has produced. He has served as editor of the Journal of Pacific History and president of the Pacific History Association.

Professor Lal has a long record of service to ANU. He joined RSPAS in 1990, becoming professor in 1997. He served as head of the Division of Pacific and Asian Studies and as Interim Director of the School of Culture, History and Language.
Peter McDonald
Professor Peter McDonald's most acknowledged impact has been in the development of gender equity theory applied to fertility; his theory of the link between gender equity and fertility in advanced societies has had a major influence on research in demography and in sociology, through to economics. This theory has attracted thousands of citations and has been tested numerous times in academic papers and several PhD theses. It has been the rationale for policy approaches to very low fertility in many countries in Europe and East Asia, and in the province of Quebec in Canada. Professor McDonald has been consulted by policy makers wishing to implement policies related to fertility in Australia, Russia, Singapore, Taiwan, the Republic of Korea and Japan. This has a very direct relationship with population ageing as sustained low fertility is the central cause of population ageing.

For the past 20 years, Professor McDonald has been one of the most prominent researchers of immigration to Australia. This work has been highly influential involving consultation at the ministerial level and the higher echelons of the bureaucracy. His work on the impact of immigration on GDP per capita (through the effect of immigration on age structure) has led to the definition of the 'McDonald range', a favourable range for net overseas migration. This range has been used by successive governments in the determination of the migration intake. He was a member of the Ministerial Advisory Council on Skilled Migration and of the Independent Inquiry into the Integrity of the 457 Visa Programme, the recommendations of which have almost all been accepted by the current government. For his work on Australia, he was awarded an Order of Australia in 2008.

Brendan McKay
Professor Brendan McKay is a distinguished mathematician and computer scientist with a high international profile in Combinatorics. His research work has a particular focus in the theory of graphs, especially computational aspects. It is of high quality, well-cited, and has transformed combinatorics by providing modern computational tools, as well as numerous theoretical breakthroughs.

The McKay graph isomorphism computer package nauty is a "household name" among both combinatorists and algebraists incorporating algorithms at the cutting edge of this area of theoretical computer science. The package, which is under constant improvement, is available in all the leading computer algebra systems as the leading graph isomorphism tool.

Professor McKay's theoretical advances in mathematics have been recognised by invitation to lecture at the International Congress of Mathematicians in 2010 on his theory of random graphs, and his contributions to both Mathematics and Computer Science won him election as Fellow of the Australian Academy of Science.

Howard Morphy
Over the past 40 years, Professor Howard Morphy has researched and written extensively on Australian Aboriginal art, amongst other achievements, studying and nurturing a meaningful relationship with the Yolngu communities of Arnhem Land. His pioneering analysis of Yolngu art and aesthetics revolutionised the study of both Aboriginal and non-Aboriginal art in academia. He has brought Yolngu scholars into the ANU and their work has since been recognised as an integral part of Australia's cultural and intellectual life.

Through his research, Professor Morphy has made a distinguished contribution to the reception, recognition, and understanding of Aboriginal art in Australia and around the world. With the aid of multiple ARC grants, he pioneered several different streams of research into Aboriginal art and its communities all of which have had – and continue to have – a marked influence in national and international arenas.

ANU has long been an important place for Professor Morphy, a graduate of the University of London who came to ANU in the 1970s to study for his PhD and was awarded the J.G. Crawford Prize for the best PhD thesis submitted at the University in 1978. After the award of his doctorate, Professor Morphy spent ten years as a curator at the Pitt Rivers Museum, Oxford, and held the chair in Anthropology at University College London, before returning to the ANU as Professor of Anthropology in 1997, where at different times he has held the positions of Director of the Centre for Cross Cultural Research, Director of the Research School of Humanities, and Foundation Director of the Research School of Humanities and the Arts. Since arriving at the ANU 20 years ago, Professor Morphy has also introduced a new graduate degree in interdisciplinary and cross-cultural research, which has given scholars the confidence to move between different
disciplinary fields, and is responsible a number of thriving academic units, including the Centre for Digital Humanities Research and the recently-created Centre for Heritage and Museum Studies. He has supervised more than 100 HDR students and many of his former students now hold prestigious posts in universities, art galleries, and museums in Australia and around the world.

David Ollis
After completing a science degree at the University of New South Wales, Professor David Ollis undertook doctoral studies in Hans Freiman’s group in the Department of Inorganic Chemistry of Sydney University. His work in Freiman’s laboratory was carried out in collaboration with Dr Cyril Appleby of CSIRO Plant Industry. Professor Ollis was the first graduate student to solve the structure of a protein in Australia and this led to a post-doctoral position in the laboratory of Professor Tom Steitz (Nobel prize 2009) in the Department of Molecular Biophysics and Biochemistry of Yale University in New Haven. During this period, Professor Ollis solved the structure of the first DNA polymerase that was subsequently published in two Nature articles; one of which was a feature article that was the subject of editorial review. His first independent position was as an assistant professor in the Department of Biochemistry, Molecular Biology and Cell Biology of Northwestern University in Chicago. The structure of the enzyme Dienelactone Hydrolase was determined in Chicago and was subsequently found to be the prototype of a new protein fold; the Hydrolase Fold. The publication describing this later work has been cited over 1800 times and is one of the 10 most highly cited papers in Protein Engineering, Design and Selection. After gaining tenure and promotion to Associate Professor from Northwestern, Professor Ollis returned to Australia to take up a position as a senior fellow in the Research School of Chemistry in the ANU. He was promoted to Professor in 2005 and retired in 2016.

While in Canberra, the laboratory of Professor Ollis has produce numerous structures. These include structures of a quinone oxido-reductase, a peptidyl-prolyl isomerase, the subunit of DNA polymerase III, the ligand binding domain of the tyR protein, Bikunin (aproteinase inhibitor), a chloroplast malate dehydrogenase and the structure of two proteins capable of degrading organophosphate pesticides. Studies of proteins involved in the regulation of nitrogen uptake were carried out with Dr Vasudevan of the James Cook University. This work led to structures of the PII (P2) and related proteins. The structure of PII led to the identification of a new ATP binding site as well as the mobility of the T-loop that was responsible for receptor recognition. In addition, the structure work led to the idea that PII like molecules could form hetero-trimers; later verified by experiment. Along with the structures of the PII like molecules, structures were determined of the other proteins involved in the regulation of nitrogen uptake; for example, the N and C-terminal domains of the adenyllyl transerase. Other collaborations led to structures medical interest. The structure of the complete extra-cellular domain of the common subunit of the human GM-CSF, IL-3 and IL-5 receptor was obtained in collaboration with Professor Ian Young of the John Curtin School of Medical Research. This structure displayed a new and unique arrangement of fibronectin domains and clear indications of which domains are responsible for ligand binding. This work led to biochemical studies to confirm the involvement of domains 1 and 4 in cytokine binding. This work was published in the high impact journal, Cell. In recent years, the laboratory of Professor Ollis has used molecular techniques to engineer proteins. Members of his laboratory have used directed evolution to probe the intricate relationship between protein sequence, structure, protein stability and function. In these experiments, directed evolution is used to generate mutants with enhanced properties and then crystallography and other techniques are used to elucidate the basis for enhanced activity.

Julia Potter
Professor Julia Potter was appointed to the University role of Foundation Professor of Pathology in the Medical School in 2003 and has continued to serve in this role till the end of 2016.

Professor Potter completed her PhD entitled “Lipid studies during pregnancy and infancy” at the John Curtin School of Medical Research in 1975. Her subsequent academic career in clinical pharmacology has been distinguished and she exemplifies an excellent academic clinician with her clinical work and leadership, educational contributions and research activities all coming together to improve the health outcomes of patients.

She came to the ANU Medical School at the very early stages of its operation in 2003 from a senior role in Queensland Health Pathology Services as State Director of Chemical Pathology. Her appointment in the ACT was as Executive Director ACT Pathology and Foundation Professor of Pathology. She led ACT Pathology until 2012, taking the
organisation through a number of innovative changes while ensuring its reputation for the provision of excellent pathology services remained strong.

She was and has continued to be a major leader in and contributor to the Medical School curriculum, bringing her years of experience in medicine to bear on our new program and ensuring that our curriculum grounded students very well in pathology and clinical pharmacology. Her contributions in curriculum design and committee work, delivery of lectures, preparation of assessment items and assessment marking have consistently been of the highest order and greatly valued by students and the Medical School. Her research contributions are well summarised in her CV and point to consistent productivity in clinically relevant topics with direct impact on patient care and health policy notwithstanding the very demanding executive leadership roles she has held.

The regard in which she is held nationally is attested to by the very senior roles she has been appointed to on national advisory committees such as the Australian Drug Evaluation Committee (ADEC), now renamed Advisory Committee for Pharmaceutical Medicines (ACPM) and Chair, Pharmaceutical Sub-Committee of Australian Drug Evaluation Committee (ADEC, now ACPM). In these roles she advised the Minister of Health on the pharmaceutical products that should be registered in Australia.

**Barbara Stapleton**
Professor Barbara (Jane) Stapleton is a legal scholar of the highest international standing. She is currently Master of Christ's College, Cambridge – the first woman to hold this position.

Her connection with the ANU goes back to her days as a student, graduating with LLB (Hons 1st class and University Medal) in 1981. In 1997 she became a Research Professor in Law at the ANU, a position she held in the Research School of Social Sciences and then the ANU College of Law until her resignation in 2016. She is a Fellow of the Academy of Social Sciences in Australia, and a Fellow of the Australian Academy of Law.

In the UK, her standing is exemplified by her election in 2015 as a Corresponding Fellow of the British Academy. In 2009 she was appointed as an Honorary Bencher of the Honourable Society of Gray’s Inn, London, thus joining the company of other leading lawyers such as then Chief Justice Robert French of the High Court of Australia and Justice Sonia Sotomayor of the US Supreme Court.

In the US, she became, in 2004, the first person from outside the US to be appointed to the Council of the American Law Institute. In 2013 she was the first foreign recipient of the Prosser Award (named after the eminent US torts academic William Prosser), awarded by the American Association of Law Schools in recognition of her scholarship in torts law. In 2016 she was awarded the Robert B. McKay Law Professor Award by the American Bar Association (again, the only foreign recipient of this award).

**John Taylor**
Professor Taylor, former Director of the Centre for Aboriginal Economic Policy Research, retired from the ANU in March 2013 and has continued his association with CAEPR and the wider university as a Visiting Fellow. He is one of the world’s pre-eminent social scientists in the area of Indigenous population research, and he is acclaimed by academic colleagues and policy makers both within Australia and overseas. He exemplifies the academic excellence the ANU is known for.

Professor Taylor has a most impressive research record, having played a key role in securing nearly 30 competitive grants and contracts for commissioned research worth over $4 million. His publication record is also remarkable, including 23 books and monographs, over 50 journal articles, about 50 book chapters and nearly 70 Working and Discussion papers, many of which have had significant impact in steering Indigenous policies and programs in Australia over the past 25 years. Yet he continues in his research to break new ground. As a Fellow of the Academy of the Social Sciences in Australia, he recently organised an international symposium on Indigenous Data Sovereignty, bringing together Indigenous and non-Indigenous scholars from Australia, New Zealand, Canada and the US. This is new field of critical national and international importance and Professor Taylor, working with a Maori colleague, Dr Tahu Kuku (one of many promising young scholars John Taylor has mentored) are widely recognised as the key figures in what will be a policy and research area of increasing significance. In addition, he continues his population work with Ashaninka Peoples in

Professor Taylor has maintained his long standing interest in teaching and regularly offers lectures to CAEPR and other ANU Undergraduate and Masters courses. He was an architect and major contributor to an innovative CAEPR field-based course, Indigenous Peoples and Development, initially offered through the IARU international summer school. This course took students to Broome to study and explore first hand Indigenous policy issues among Yawuru people with whom Professor Taylor has worked for many years. He has supervised and supported many successful Research Scholars over the years and continues to be a mentor to young academics both at the University and abroad.

**Patrick Troy**

Professor Patrick Troy has vigorously led and fundamentally shaped Australian urban research for decades, stands as this country's most internationally recognized urban scholar, and has made enduring and prominent contributions to public policy and societal impact. Uniquely, his work and influence has spanned and continues to span multiple aspects of urban settlements: energy, water, environment, housing, transport, logistics equity, and more. Trained first as an engineer, Professor Troy undertook studies in town planning in the UK from 1960, and returned to Australia to join the Board of Works in Melbourne and later to undertake further postgraduate training in transport at the University of New South Wales, and was appointed as the first ever transportation planner for the state of New South Wales. His deep interest in effective and fair urban development lead him toward research and policy debates.

Professor Troy joined the ANU in 1966 with the new Urban Research Program (nee UR Unit), and he progressed at ANU academia to Professor and Head of the Urban Research Program. With the discontinuation of that Program in 2000, Troy moved to the then Centre for Resource and Environmental Studies until retirement, and remains an active scholar with the Fenner School of Environment and Society. Under Professor Troy and colleagues, the URPS was the birthplace and gravitational centre of Australia urban research and policy advice, with an enduring impact in the cohort of PhD students and early career staff who now occupy senior positions throughout academia and government. The national reach of its famous 'federated PhD program' met perfectly the mandate of the ANU to lead and enable Australian scholarship and research and policy capacities. He was closely involved in the creation of urban research and teaching centres at other Australian universities (especially Western Sydney University and Griffith), and initiated the now highly successful and influential State of Australian Cities Conference series and associated Australian Cities Research Network. Internationally, far more than anyone else, he has connected Australian urban research internationally, creating a two-way flow of people and knowledge that has greatly benefited the University and the country.

Professor Troy has been an influential figure in public policy. Already active in policy advice, he served (on secondment from ANU) as Deputy Secretary of the Department of Urban and Regional Development during the Whitlam Government, returning from a spell with the OECD in Paris to design and implement that agency and the new government's unprecedented urban programs. Famously, Professor Troy declined the strong request to lead the department, believing that a more experienced public servant would best fill that role. As well as many policy programs and breakthrough Commonwealth-State agreements achieved, arguably it was Troy and DURD who in this period laid the basis of modern Australian evidence-based policy analysis and cost-benefit appraisal of policy proposals. He has acted as a consultant to UNESCO, and served on a range of public bodies including state level land commissions, the Australian Housing Corporation, Australian Housing Council, and ACT Planning and Land Council.

In recognition of his scholarly leadership and his public policy impact, Professor Troy has been recognized by Fellowship of the Academy of the Social Sciences in Australia (he remains an active Fellow), the award of Officer of the Order of Australia in 1999, and honorary doctoral degrees from Griffith University and the University of Melbourne. As we take the ANU into the future, Professor Troy stands as a model of what the University was created to do and what remains its fundamental role: undertaking academic work of the highest quality, addressing public policy issues of national and international importance, developing the people and skills for the future, and thereby leading Australian scholarship and policy engagement at home and on the global stage.
Fiona Wheeler
Professor Fiona Wheeler has a long-standing connection with the ANU. She received her undergraduate and postgraduate degrees from this University, graduating in 1989 with a BA/LLB (Hons 1st Class), and being awarded her PhD in 1999. She became a member of academic staff in the law school in late 1989, and was appointed a Professor in 2008.

Professor Wheeler has held a number of senior administrative roles within the College, including Sub-Dean, Head of School, and Deputy Dean. She was the inaugural Chair of the revived University Academic Board from 2012 to 2014. During her career she has also held many other positions on University committees and panels. Her expertise in law school administration and legal education was recognised by her appointment as member of review panel of TC Beirne School of Law, University of Queensland, in 2013.

Professor Wheeler is widely recognised as one of Australia’s leading constitutional lawyers, with her particular expertise in the Federal judicial system, judicial process and the separation of powers. She has been elected as a Fellow of the Australian Academy of Law.

John White
Since his appointment to the Chair of Physical Chemistry in the Research School of Chemistry in 1985, Professor John White has been the pre-eminent physical chemist in Australia and one of the most distinguished in the world. He is particularly noted for (a) his research on the application of neutron scattering as a structural tool, which he began at Oxford University and continued at the Institut Laue-Langevin, Grenoble before his return to Australia, and (b) his research on the use of X-rays in the study of “soft matter”, including non-crystalline biological materials, polymers and emulsions such as milk and explosives.

Professor White was elected Fellow of the Australian Institute of Physics in 1986, and Fellow of the Australian Academy of Science (FAA) in 1991; he received the D.P.Craig Medal for Chemistry of the Academy in 2005. He also served for some years as the Academy’s Secretary for Science Policy.

In 1993 he was elected Fellow of the Royal Society of London (FRS) and is now one of only three remaining members of the Research School of Chemistry who are Fellows of both Academies.

Professor White is a Past-President of the Royal Australian Chemical Institute (RACI) and has been awarded the top two medals of the RACI, the H.G.Smith in 1997 and the Leighton in 2005. He is President of the Asia-Oceania Neutron Scattering Association (AONSA) and in 2015 received the AONSA Prize.