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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:
http://www.anu.edu.au/about/governance/council

GLOSSARY
A glossary of common terms and acronyms used in the University has been provided in the Attachment section of this agenda.
PART 1 – PROCEDURAL ITEMS

1. ANNOUNCEMENTS AND APOLOGIES

Ms Eden Lim joins Council for her first meeting, having commenced her one year term as the undergraduate student representative on 1 December 2018.

Dr Ceridwen (Crid) Fraser resigned from Council on 13 November 2018 to accept an academic appointment in New Zealand. Her final day as a Council member will be 28 January 2019, the day that election results and appointment of Dr Fraser’s successor will be determined.

Dr Doug McTaggart has conveyed his apologies for this meeting on account of an interstate business commitment.

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 will invite 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 section 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 50, Other Business.
5. The Chair will ask if there are any agenda items that need to be re-sequenced.

C5. MINUTES

**RECOMMENDATION** That Council approve the minutes of the meeting held on 5 October 2018 (179/2018).
THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL MINUTES

The 448th meeting of the Council was held at 9:15am on Friday 5 October 2018, in the R.C. Mills Room, Chancery.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

C6 - 11. Confidential to Council Members
12. PHILANTHROPIC PRESENTATION – CLEAR VISION RESEARCH

PURPOSE For Council members to receive a philanthropic presentation (a ‘pitch’) on Clear Vision research.

PREPARED BY Deputy Director (Operations), Advancement

REVIEWED BY Vice-President (Advancement)

APPROVED BY Vice-President (Advancement)

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the philanthropic presentation on Clear Vision research.

ACTION REQUIRED ✅ For discussion □ For decision ✅ For information

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

BACKGROUND During the More Partnership Advancement education session at the Council meeting in September 2017, the Vice-Chancellor suggested that a schedule of philanthropic presentations from researchers should periodically be delivered to Council. This is a 15 minute opportunity for researchers to inform, and receive feedback from, Council.

The first philanthropic presentation, concerning the Sustainable farming project, was delivered by Professor David Lindenmayer at the 6 April 2018 meeting. The second presentation was on the ANU Humanitarian Health Hub, presented by Dr Kamalini Lokuge and Professor Emily Banks at the 25 May 2018 meeting. The third presentation was on the National Scholars program, presented by the Deputy Vice-Chancellor (Academic), Professor Marnie Hughes-Warrington and current ANU student and scholarship recipient, Lachlan Arthur, at the 20 July 2018 meeting. The fourth presentation was on the 3Ai Institute, presented by Professor Genevieve Bell at the 5 October 2018 meeting.

Feedback provided has been that the presentation on the National Scholars program is the most outstanding to date. ANU Advancement are recording this presentation to utilise for training purposes for presenters who are invited to pitch to the ANU Council. A training program for researchers similar to the ANU media training run by SCAPA is also under consideration.

SUMMARY – CLEAR VISION RESEARCH

Dr Riccardo Natoli will present on the Clear Vision research program.

If you were asked “what is the one sense that you couldn’t live without?”, it’s likely you would have immediately thought of your sight. Vision plays an integral role in how we perceive the world around us, yet without research into the prevention of vision loss from retinal degenerations it is guaranteed that 1 in 7 people will lose the sense of sight.

The retina is a thin layer of neural tissue that lines the back of the inside of the eye and is responsible for converting light into an electrical signal that our brain can understand. As we age a combination of environmental, lifestyle and genetics factors contribute to retinal degenerations which can causes permanent blindness.

Dr. Riccardo Natoli leads Clear Vision Research, a dynamic research team dedicated to finding out exactly what causes the retina to degenerate with age. This innovative lab studies numerous retinal diseases, but primarily focuses on finding novel diagnostics and treatment options for Age-Related Macular Degeneration (AMD). AMD is the most common
cause of blindness in Australia, costing the Australian economy ~5 billion dollars annually (Deloitte – Eyes on the Future, 2011). Current projections indicate that by 2030, 1.7 million people in Australia will have vision loss resulting from AMD. Clear Vision Research aims to further develop novel therapeutics and diagnostics to contribute to the eradication of this devastating disease.

Donations to Clear Vision Research will directly fund world class retinal research and support the next generation of vision researchers, helping them move through the incredibly difficult transition from PhD student to bona fide researcher. Generous philanthropic gifts will keep these bright, young minds in medical research, asking and answering the pertinent questions that can help fight vision loss.

With your help, the team can achieve a ‘Clear Vision’ for the ANU and beyond.

Dr Natoli is an early career researcher teaching Cell Biology and Genetics at The ANU Medical School and conducting research at The John Curtin School of Medical Research. His primary research interest is in the study of factors causing blindness, predominantly photoreceptor degeneration, and in devising therapies and diagnostics for protecting against vision loss.

Council members are encouraged to provide further feedback following each presentation directly to barbara.miles@anu.edu.au

ATTACHMENT
12.1 Clear Vision Research proposal

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
PART 3 – OTHER MATTERS FOR DECISION

C13-14. Confidential to Council Members
15. ANU FOUNDATION – BOARD MEMBERSHIP

PURPOSE For Council to approve the proposed appointments to the ANU Foundation Board

PREPARED BY Executive Officer, ANU Advancement

APPROVED BY Vice-President (Advancement)

SPONSOR Chancellor

RECOMMENDATION That Council approve:

1. The appointment of Alison Kitchen to the ANU Foundation Board, from 1 January 2019 to 1 January 2023; and

2. The renewal Robyn Watts’s term as a member of ANU Foundation Board from 21 February 2019 until 31 December 2021.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

BACKGROUND
Following the appointment of a new Chair and Deputy Chair to the ANU Foundation Board (previously, ANU Endowment for Excellence Board of Governors), the Board is in a period of renewal, tightening its remit under the new ANU Foundation Statute 2018. A key aim of the renewal is to strengthen the Board’s skill profile by attracting high-profile members, with qualifications and demonstrated experience in the audit, legal and financial governance spaces.

SUMMARY OF ISSUES
Appointment of Alison Kitchen
Alison Kitchen is the National Chairman of KPMG Australia and also serves as a member of KPMG’s Global and Regional Boards. Ms Kitchen has held a variety of management and governance roles within the partnership as well as serving as External Audit Partner for a range of major ASX listed companies. In her role as National Chairman, Ms Kitchen is responsible for the overall governance and strategic positioning of KPMG in Australia.

The appointment of Ms Kitchen was recommended by ANU Foundation Board Deputy Chair, David Olsson, and is supported by the ANU Foundation Board Chair and the Vice-President (Advancement).

Following Council approval, Ms Kitchen will be appointed to the Board for a four-year term, commencing on 1 January 2019.

Renewal of Robyn Watts
Robyn Watts was appointed to the role of ANU Foundation Board Chair (previously, President of the ANU Endowment for Excellence Board of Governors) by Council resolution in May 2018. In her long term of service to the Board, Ms Watts has been an exemplary volunteer and a driving force in the renewal of the ANU Foundation and its Board.

To ensure strong and consistent leadership of the Board as the University builds its Advancement capacity towards a future fundraising campaign, Council approval is sought to extend Ms Watts term of membership to 31 December 2021.

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

PART 3 – OTHER MATTERS FOR DECISION
16. ANU FOUNDATION - STATUTE

PURPOSE
For Council to and approve the ANU Foundation Statute

PREPARED BY
Executive Officer, ANU Advancement

REVIEWED BY
Vice-President (Advancement)
Chair, ANU Foundation Board

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council:

1. Approve The Australian National University (ANU Foundation) Statute 2018;
   and

2. Note the actions for transition of the Foundations of the Endowment.

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☑ For information

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

BACKGROUND
At its 19 July 2018 meeting, the ANU Foundation Board endorsed the revised role and structure of the ANU Foundation and ANU Foundation Board, including proposed strategies for action for the existing Foundations of the Endowment. These resolutions, which were triggered by and progressed as part of the Corporate Governance and Risk Office (CGRO) review of all University legislation, were passed at the 5 October 2018 meeting of ANU Council.

The revised framework of the ANU Foundation, the role, functions and composition of the ANU Foundation Board, and provisions for governance of the remaining Foundations of the Endowment have since been articulated in the ANU Foundation Statute. The Statute has been developed by the University’s legislative drafter, in close consultation with ANU Advancement, the University Legal Office and CGRO, based on recommendations from the Endowment Review Project and an external review by the University’s philanthropic counsel, More Partnership. The Statute has been reviewed and endorsed for Council approval by the ANU Foundation Board.

Once approved, the ANU Foundation Statute 2018 will supersede the existing ANU Endowment for Excellence Statute 2012 and the ANU Endowment for Excellence Rules 2012 when it commences on 1 January 2019.

SUMMARY OF ISSUES
The ANU Foundation Statute is at Attachment 16.1 for Council review and approval. A broad outline of the Statute is provided below.

The ANU Foundation

The ANU Foundation Statute establishes the ANU Foundation as the governance framework for all gifts made to the University. It ensures that the University maintains the highest standards in relation to its fundraising activities and that gifts made to the University are properly used and appropriately accounted for.

The Statute consolidates the recommendations of the two-year Endowment Review Project into a robust but flexible framework for the governance of gifts of all sizes. The provisions relating to gifts and
gift funds, expressed in the Statute at a high level, are supported by detailed ANU policy and procedures relating to gift fund governance.

The ANU Foundation Board

The ANU Foundation Statute establishes the ANU Foundation Board as the key oversight body for the ANU Foundation, advising Council and the Vice-Chancellor on the governance, management and performance of the University’s fundraising activities and of all gift funds.

Unlike the previous ANU Endowment for Excellence Statute & Rules, the functions, powers and duties of the Board are clearly articulated. Per the Statute, the Board holds the University accountable for the responsible financial and risk management of all gift funds within the ANU Foundation, ensuring that monies are disbursed and activities supported in line with donor wishes and for the life of each gift.

The Board is a key stakeholder in the development and review of the University’s policies and procedures relating to fund governance and fundraising-related matters. Board members also act as advocates both within and without ANU for the fundraising activities of the University.

The revised provisions for the ANU Foundation Board respond directly to recommendations from a 2017 More Partnership review of the ANU Endowment for Excellence Board of Governors, supported and supplemented by recommendations of the Audit and Risk Management Committee.

Structures established under the ANU Endowment for Excellence

At the point of commencement, all gift funds past and present will be accounted for within the ANU Foundation, overseen by the ANU Foundation Board.

To remove any doubt, a transition clause in the ANU Foundation Statute dissolves all structures previously established under the ANU Endowment for Excellence Statute and Rules 2012, including the Endowment for Excellence, Endowment Fund, Board of Governors, Foundations of the Endowment and Foundation Directors.

Foundations of the Endowment

When the first Foundations of the Endowment (FoE) were established in the 1990s, the Endowment for Excellence framework was still in its infancy. At that time, governance of gift funds within the framework was not clearly articulated and procedures for management of the funds were not properly established. There was no centralised, proactive fundraising capability. The FoE structure was the only governance model available for targeted fundraising or for the stewardship of significant gifts to ANU.

With the completion and roll-out of the University-wide Endowment Review Project, governance of individual funds is now robust enough to provide donor assurance for gifts at all levels over any length of time. Gift funds of all sizes (from $10k to $20m+), funding activities of all ranges of complexity, are now governed under a Fund Purpose Statement, each unique and specific to the needs of that fund. Gift funds are reviewed annually and those not performing against purpose are performance managed by ANU Advancement and, where necessary, escalated for scrutiny by the ANU Foundation Board.

On commencement of the ANU Foundation Statute, the FoE structures established under the ANU Endowment for Excellence will be dissolved and their assets and activities will be accounted for within the ANU Foundation. The gift funds these structures supported will be renamed ‘Endowments’ rather than ‘Foundations’ and governed under a Fund Purpose Statement, tailored to that FoE’s establishing purpose or the donor’s original intent. The activities supported by the gift funds will continue to be funded in perpetuity, in line with donor wishes.

FoE Board successor bodies

Where it is considered necessary or advisable, a successor body to the FoE Board may be established, governed under the following provision in section 8 of the Statute:

(5) The Vice-Chancellor may establish bodies within the University for the purposes of the ANU Foundation, including, for example, a body that is to be the responsible authority for a gift fund.

PART 3 – OTHER MATTERS FOR DECISION
Bodies established under this provision would act within clearly defined terms of reference, held accountable under ANU policy and procedure and against meaningful performance and review measures. Membership would be determined by the Vice-Chancellor and the Vice-President (Advancement).

Successor bodies established within the ANU Foundation under section 8.5 report to and are overseen by the ANU Foundation Board.

**FoE transition actions**

- The **Tuckwell Scholarship Foundation** gift fund is on target to be spent down by the end of 2018, at which point it will be dissolved and replaced by the SA6 funding model. It is therefore not affected by the changes proposed.
- The **Herbert & Valmae Freilich Foundation** Board have approved the proposed transition. On dissolution, the Herbert & Valmae Freilich Endowment will continue to support an academic post and activities under the name, ‘The Herbert & Valmae Freilich Project for the Study of Bigotry’.
- Given its expanding remit, its scale and its alignment with the ANU Strategic Plan, the **Sir Roland Wilson Foundation** (SRWF) will be re-established under a separate **Sir Roland Wilson Foundation Statute**. As an interim measure, the SRWF and its Board will be established under section 8.5 of the ANU Foundation Statute, as above.
- Consultation is ongoing with the **Visual Arts Foundation** and, before the end of November, will have been initiated with both the **Edith & Joy London Foundation** and the **School of Music Foundation**. Outcomes of a review period in early 2019 will determine whether successor bodies to these FoE will be established.

**Consultation**

In drafting the **ANU Foundation Statute**, the following groups were consulted or invited to comment:

- ANU Advancement
- University Legal Office
- Corporate Governance & Risk Office
- ANU Foundation Board
- ANUSA
- PARSA

Outcomes of the consultation are at Attachment 16.2.

**ATTACHMENTS**

16.1 The Australian National University (ANU Foundation) Statute
16.2 Consultation Record

**COMMUNICATION**

☐ For public release    ☐ For internal release    ☑ Not for release
17. NAMING PROPOSALS - KAMBRI

PURPOSE
For Council to approve the proposed names for North Loop Road and the Student Centre in Kambri.

PREPARED BY
Executive Officer, ANU Advancement

APPROVED BY
Provost

SPONSOR
Provost

RECOMMENDATIONS
That Council:

1. Approve the proposals to name:
   a. North Loop Road, ‘Caroline Lane Walk’; and
   b. The Student Centre Building, the ‘Diana Riddell Student Centre’.

2. Note the revised spelling of the Indigenous name for SA5, ‘Wamburun’.

ACTION REQUIRED
For discussion □  For decision ☑  For information □

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

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

These proposals were discussed and endorsed by the Campus Planning Committee at its meeting of 19 November 2018. In the interests of naming consistency, the Committee also resolved to endorse the name Diana Riddell Student Centre, rather than Diana Riddell Student Hub.

BACKGROUND
At meetings throughout 2018, the Naming Committee endorsed for transmission to Campus Planning Committee (CPC) proposals for the Teaching Building, West Loop Road and the Laneway in Kambri. All proposals have since been endorsed by CPC for Council approval, with the exception of the North Loop Road, which was reserved for an Indigenous Australian name.

A separate process was initiated in mid-2018 to identify a name for the Student Centre in Kambri. This was led by a Student Hub Naming Committee, consisting of members of each of the ANU Student Associations.

Proposals for the street and building names were presented to the Campus Planning Committee consideration on 19 November 2018.

SUMMARY OF ISSUES

Caroline Lane Walk

Following feedback from the Kambri naming survey of staff, students and the alumni community in March 2018, the Naming Committee endorsed the broad recommendation that an Indigenous name should be recognised among the streets of Kambri. A process to identify an appropriate name was initiated, informed by and in consultation with the Directors, Tjabal Centre and National Centre for Indigenous Studies.
Following consultation, the Canberra RAO (Recognised Aboriginal Organisations) representatives (who make up the ANU Indigenous Custodian Reference Group), agreed upon and gifted the name ‘Caroline Lane Walk’ to ANU, for use in Kambri.

‘Queen’ Caroline Lane was a figure held in high esteem by both Aboriginal and non-Indigenous people in her lifetime. She is highly regarded and related to many of the contemporary Ngunawal and Ngambri families who are the traditional custodians of the land where Kambri is located. (Caroline Lane’s full biography is attached at attachment 1)

Included with the gift of the name are the following recommendations for signage and design at the naming site:

1. That appropriate signage be installed in the walkway to tell the story of Caroline Lane.
2. That Aboriginal design be included in both interpretive signage and walkway design to ensure an appropriate cultural setting for telling Caroline Lane’s story.
3. That appropriate signage content be produced in further consultation with the ANU Indigenous Reference Group.

Diana Riddell Student Centre

In mid-2018, a Student Hub Naming Committee was formed to identify a name for the new Student Centre in Kambri. This group consisted of representatives from the ANU Students’ Association (ANUSA), Postgraduate and Research Students’ Association (PARSA), Woroni, ANU Observer, ANU Union, and ANU Sport. The group initiated a wide consultation to gather potential names, including ANU Advancement, the Heritage Office, the University Archives, and Registrars of both Student Administration and Student Life, supported by a survey open to all ANU students and alumni.

Based on its research and consultation, the Student Hub Naming Committee had proposed that the Student Centre be named, the ‘Diana Riddell Student Hub’.

Diana Riddell was the ANUSA Administrative Secretary from 1965-1990. Riddell nurtured generations of students and was instrumental in establishing some of the key welfare and advisory services of ANUSA, as well as building support for the fledgling ANU Arts Centre (where she worked following her retirement from ANUSA in 1990). Riddell is remembered for her tireless work to support the wide range of activists at ANU and as an important figure in the lives of students throughout her time at the Association. (Diana Riddell’s full biography is included at Attachment 2.)

The Student Hub Naming Committee felt it was important that the building name include the descriptor ‘Student Hub’, to reinforce that this building exists to support the student experience. ‘Hub’ is also preferred as it evokes ideas of action, and encapsulates the idea of community and connection that is central to the function of the building and of the Kambri Precinct.

The Campus Planning Committee, however, at its meeting of 19 November 2018, took the view that ‘Centre’ terminology be retained for consistency with other building in the Kambri Hub, and to avoid confusion with the concept of hubs evolving in the Master Plan.

Following Council approval, ANU Advancement will connect with the honoree or her representatives to seek support for the use of the name.

Communication

Announcement of the names will be included in SCAPA’s wider communication plan for Kambri.

Changed spelling of Indigenous name for SA5

In preparation for the naming ceremony for student accommodation building 5, further consultation with the local RAOs confirmed the correct spelling of the name as ‘Wamburun’ (not ‘Wanburang’, as it was previously proposed to both CPC and Council).

The gift of the name, ‘Wamburun’, was announced on 10 October.

ATTACHMENTS

17.1 Caroline Lane Walk brief
17.2 Student Centre naming proposal

PART 3 – OTHER MATTERS FOR DECISION
18. ANU COLLEGE OF ENGINEERING AND COMPUTER SCIENCE – RENAMING AND ESTABLISHING RESEARCH SCHOOLS

PURPOSE

To change the name of a Research School and to establish two Research Schools in CECS.

PREPARED BY

Dr Beth Chapman, Executive Officer, College of Engineering and Computer Science.

REVIEWED BY

Professor Elanor Huntington, Dean of the College of Engineering and Computer Science.

APPROVED BY

Professor Elanor Huntington, Dean of the College of Engineering and Computer Science

SPONSOR

Vice-Chancellor

RECOMMENDATION

That Council approve:

1. A name change in CECS: from the Research School of Engineering to the Research School of Electrical, Energy and Materials Engineering (RSEEME).

2. The establishment of two new Research Schools in CECS:
   o The Research School of Aerospace, Mechanical and Environmental Engineering (RSAMEE); and
   o The Research School of Design Engineering (RSDE).

ACTION REQUIRED

For discussion ☒ For decision ☒ For information ☒

CONSULTATION

Staff ☒ Students ☐ Alumni ☐ Other ☐ Not applicable ☐

Following an extensive consultation process, the CECS Executive recommended, the CECS Dean supported and the Vice-Chancellor endorsed the name change of a Research School and the establishment of two Research Schools in the College of Engineering and Computer Science for Council approval.

Note: an outcome of the CECS Re-imagine project, if approved by Council, will be the re-naming of the Research School and the creation of the two new Research Schools.

BACKGROUND

An extensive consultation process was conducted with the Research School of Engineering academic staff and across ANU more widely with a Focus Group that included representatives from Research Schools and Colleges with an interest in the renaming process. This process is documented in Attachment 1 and commenced with an email announcement from the Dean to all Engineering staff (Attachment 18.2). The Stage 1 internal renaming process invited staff to submit School name ideas, and participate in a voting and shortlisting process, and sought feedback on 8 proposed names from the Focus Group. Stage 1 concluded with the submission of the Final Report (dated 28 February 2018) (Attachment 18.3).

The Stage 2 renaming process followed ANU-wide consultation and led to the reinstatement of the Renaming Committee to establish a ranked list of School name candidates and produced a Stage 2 Report dated 25 June 2018 (Attachment 18.4). The Focus Group was invited to provide feedback on the four proposed names at a meeting on Wednesday 4 October (Attachments 18.5 and 18.6). The discussion was recorded and summarised as follows:

PART 3 – OTHER MATTERS FOR DECISION

17
Broad agreement that it is for schools to decide their names, within the constraints of naming clarity in the university, with some feedback offered in the spirit of constructive dialogue:
  - Compendium names are not preferred, but viable alternatives could not be suggested.
  - “Systems engineering” should appear in all or no names for engineering schools.
  - Design engineering is elegant in its simplicity, and unanimously supported.

Definitive commitment to remove the word “engineering” from the currently-named Research School of Physics and Engineering. More discussion required within CoS to settle on the final name for that school.

Definitive statement from CASS that the word “design” is not an issue.

The Reimagining Engineering and Computing Project (“Reimagine Project”) is a strategic project of the ANU fulfilling its contemporary mission as the National University. This will be achieved through building an at-scale and forward-leaning engineering and computing College. ANU Council endorsed in February 2018 an indicative business case which included the planned future academic structure for CECS.

CECS currently comprises two Research Schools - the Research School of Engineering, the Research School of Computer Science - and two new Innovation Institutes - the Autonomy Agency and Assurance Institute and the Cyber Institute.

Two key changes will be made with regard to Research Schools at CECS (each an outcome of the proposed CECS Reimagine Project):
1. To change the name of the Research School of Engineering to reflect their expertise base within the new context of the broader CECS, and
2. To create two new Research Schools that will extend and complement the existing expertise base.

RECOMMENDATION

Following the extensive consultation process outlined above, the CECS Executive recommended, the CECS Dean supported and the Vice-Chancellor has endorsed for Council approval the following:

1. The Research School of Engineering being re-named the Research School of Electrical, Energy and Materials Engineering.
2. Establishing a new Research School constellated around the “missing” engineering disciplines: the Research School of Aerospace, Mechanical and Environmental Engineering.
3. Establishing a new Research School: the Research School of Design Engineering. This will be a school that resides at the intersection of people and technology. For those who are familiar with the ICL Dyson School of Design Engineering, the ANU school will have a similarly adventurous outlook, and with a strong focus on intellectual leadership at the interface between theory and practice.
4. The name of the Research School of Computer Science (RSCS) to not change.

COMMUNICATION

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

PART 3 – OTHER MATTERS FOR DECISION
19. UNIVERSITY HOUSE - CHARTER

PURPOSE
For the Council to approve the University House charter and repeal of associated legislation

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the University House Charter and the repeal of:

- University House Statute 1992; and
- University House Rules 2012

ACTION REQUIRED
☐ For discussion ☑ For decision ☑ For information

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

The Charter was endorsed the Board of Fellows of University House at its meeting of 24 August 2018, subject to review by the Executive and other relevant areas. The Charter was reviewed by the Provost, Chief Operating Officer, Service Division Directors (including HR), Division of Student Life, and the Legal Office; and revised in the light of that feedback to the satisfaction of the Legal and Corporate Governance and Risk Offices.

BACKGROUND
The proposed legislation has been prepared based on the requirements of the Australian National University Act 1991 and the recommendations of the Walker Review, upon which Council has previously deliberated. Further consultation on the proposed legislation and related measures has been undertaken with the Master and Board of Fellows of University House, the University Counsel and the Director, Human Resources, as appropriate.

At its meeting in July 2017, the Council endorsed in-principle a draft Australian National University (Governance) Statute. The Governance Statute had been prepared in order to put in place the governance matters that the Bill for the new Australian National University Act permitted the Council to determine, and to give effect to the recommendations of the Walker Review (which Council accepted in February 2015). The development of the University House Charter begins the process to modernise parts of the University’s governance and legislative arrangements.

SUMMARY OF ISSUES
University House is currently governed by two specific instruments: the University House Statute 2002 and University House Rules 2012. Under the ANU Legislation Review Project, the Statute and Rule will be replaced by a Charter. The Charter has been developed in close consultation with the ANU Corporate Governance and Risk Office and the University House Board of Fellows in a process that began in mid-2017. The authority for the levying of fees of student residents of University House (and Graduate House) will come from the University’s general Fees Rule 2017.

The proposed University House Charter is attached. It articulates a purpose for University House, consistent with that of the University, and outlines its governance arrangements and categories of
Fellowship and Membership. All core elements of previous governance arrangements have been retained and resident student representation on the Board strengthened while retaining the current structure and character; new categories of Fellowship that recognise a wider range of forms of association with and service to University House have been added; and categories of Membership and the rules for election of members to the Board simplified.

The resultant Charter therefore retains the intent of the Statute and Rules, but adapts and builds on them for the next phase of University House’s role in the University.

ATTACHMENTS
19.1 University House Charter
19.2 ANU (University House) Repeal Statute 2018

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

C20. Confidential to Council Members
21. COUNCIL AND COUNCIL COMMITTEES SKILLS MATRIX 2019

PURPOSE
To inform Council about the range of available skills, experience and networks of members of Council and Council Committees, as provided in the accompanying skills matrix.

PREPARED BY
Director, Corporate Governance and Risk Office

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council:

1. **Endorse** the updated ANU Council and Council Committee Skills Matrix for reference by the Nominations Committee;

2. **Note** that the skills matrix will inform Council and Council Committee succession planning and will continue to be updated annually, or as, and when, new appointments are required.

ACTION REQUIRED
☑ For discussion ☐ For decision ☑ For information

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

All members of Council and Council Committees were provided with a copy of the existing Skills Matrix for updating on 6 November 2018. The accompanying document reflects the feedback provided by members this year and/or previously.

BACKGROUND
In 2014, the Walker Review of the Australian National University Act 1991 and Governance Arrangements recommended that:

*The Nominations Committee should develop a ‘skills register’ to ensure that the members of Council, collectively, meet the needs of a skills-based board. (Recommendation 14)*

Since 2015, the University has maintained a Skills Register, which was updated during November 2018 for the Council’s consideration.

NOMINATIONS COMMITTEE
The updated Skills Matrix will be used by the Nominations Committee at its next meeting in February 2019 when it considers the future pipeline of nominees.

The members of the Nominations Committee are:

- Chancellor
- Pro-Chancellor
- Vice-Chancellor
- Ms Julie Steiner
- Ms Robin Hughes AO
- Mr David Miles AO
- Professor Tim Senden
SUMMARY OF ISSUES

The ANU Act 1991 requires that:

- There is a balance of skills, expertise and gender among members of the Council;
- At least two of the members appointed by the Minister must have a high level of relevant financial expertise; and
- At least one member appointed by the Minister must have a high level of relevant commercial expertise.

The Council has also identified the following key attributes:

- People who are regarded as fit and proper persons;
- People who have an appreciation of the values of the University, its core activities of teaching and research, its exercise of independence and academic freedom, and the capacity to appreciate what the University's external community needs from it;
- A balance of members who reside amongst the States and Territories of Australia; and
- The need for the Council membership to include Indigenous Australians.

OBSERVATIONS FROM THE ANU COUNCIL’S SKILLS MATRIX 2019

- Council maintains high levels of relevant financial and commercial expertise (currently provided by Naomi Flutter, Graeme Samuel, Doug McTaggart and Peter Yu).
- The gender balance of the Council is (at November 2018): 7 female and 8 male.
- The Council now has members drawn from Victoria (3), South Australia (1), Queensland (1), Western Australia (2) and the Australian Capital Territory (8). It should be noted that the Pro-Chancellor, Ms Naomi Flutter, moved from NSW to Western Australia during 2018.
- The average years of service per Council member has remained similar to 2017: 4.7 years.
- One Council or Committee member identifies as being an Indigenous Australian.
- The absence of experience in campus/urban planning.
- Following retirements of Mr Graeme Samuel AC (July 2019) and Dr Doug McTaggart (June 2020), Council will lose substantial commercial, financial and investment expertise from its membership. This is currently being considered by the Nominations Committee.
- Council has commenced the search for a Chancellor to succeed Professor the Hon Gareth Evans AC QC, on 1 January 2020.

ATTACHMENT

21.1 ANU Council and Council Committee Skills Matrix 2019

COMMUNICATION

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

PART 4 – OTHER MATTERS FOR NOTING
22. COUNCIL GOVERNANCE CONFORMANCE STATEMENT 2018

PURPOSE

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council, for the 2018 calendar year, confirm the University’s conformance with the:

- Australian National University Act 1991,
- Public Governance, Performance and Accountability Act 2013,
- Higher Education Standards Framework (Threshold Standards) 2015: Part 6 Governance and Accountability, and
- Voluntary Code of Best Practice for the Governance of Australian Universities (Revised 15 May 2018).

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

BACKGROUND
The corporate and academic governance arrangements and processes for the University are governed by three statutory mandates, those being the Australian National University Act 1991, Public Governance, Performance and Accountability Act 2013, Higher Education Standards Framework (Threshold Standards) 2015: Part 6 Governance and Accountability. In addition, Council adopted the Voluntary Code of Best Practice for the Governance of Australian Universities on 23 September 2011 (the Code was revised in May 2018 and noted by Council in July 2018).

The Voluntary Code requires that (best check this – it was reviewed in 2018):

Principle 6: On an annual basis, the governing body should also review its conformance with this Code of Best Practice and identify needed skills and expertise for the future.

Principle 14: A university should disclose in its annual report its compliance with this Code of Best Practice and provide reasons for any areas of non-compliance.

Consistent with this, the 2018 assessment has considered all sources of authority for governance, to provide Council with a comprehensive account of conformance with mandated governance arrangements and processes.

SUMMARY OF ISSUES
The Corporate Governance and Risk Office (CGRO) has undertaken an assessment of each individual requirements within the four source authorities for the governance arrangements and processes of the University. The full assessment of conformance runs to 45 pages and so has not been included in the Council papers. It is, however, available on the Council secure server (December 2018 meeting folder) for Council members to review should they wish. A summary of the analysis is presented below.
Australian National University Act 1991

Consistent with the findings and recommendations of the Walker Review 2014, the University continues to demonstrate a high standard of governance. Substantive work, led by CGRO, has seen almost all of the Walker Review recommendations implemented, thus further lifting the standard of governance in the University. Outstanding recommendations for implementation relate to the Bill for a new ANU Act, or actions that are contingent on the passage of that Bill.

The detailed analysis by CGRO also confirms compliance with all requirements of the Australian National University Act 1991 for the 2018 reporting period.

Public Governance, Performance and Accountability Act 2013

Since commencement of the Public Governance, Performance and Accountability Act 2013 the University has been working to adjust relevant existing arrangements, and putting in place new arrangements, to conform to legislative requirements. The detailed analysis by CGRO also confirms that in 2018 the University has in place arrangements to respond and comply with all requirements.

The University has been liaising with the Department of Finance to ensure that the preparation of its new and evolving strategic goals meet the requirements under this Act for a ‘corporate plan’. With the Department’s agreement, the strategic plan was submitted to the relevant Ministers and published as required in February 2018.

Preparation of performance statements (within the Annual Report), reporting on the strategic plan, as required by the Act, formally occurred for the first time in the 2017 Annual Report (noting the University has reported on its performance in the Annual Report in other ways for many years).

Higher Education Standards Framework (Threshold Standards) 2015: Part 6 Governance and Accountability

CGRO analysis confirms compliance with all requirements of the Higher Education Standards Framework (Threshold Standards) 2015.

Voluntary Code of Best Practice for the Governance of Australian Universities

There has been no diminution of governance standards since the last occasion the Council affirmed its view that the University complied with the requirements of the Voluntary Code (noting that the revised version, as adopted in May 2018 by Universities Australia, was substantially drafted by the Chancellor of the ANU, Professor Evans).

The detailed analysis by CGRO confirms compliance with all requirements of the Voluntary Code over the 2018 reporting period.

ATTACHMENT

22.1 Annual Governance Conformance Statement - available separately on the Secure Server.

COMMUNICATION

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

A statement confirming Council’s view that the University conforms to the mandated and voluntary governance requirements will be included in the 2018 Annual Report.

PART 4 – OTHER MATTERS FOR NOTING
23. COUNCIL COMMITTEES – ARMC – SELF-ASSESSMENT 2018

PURPOSE
To present the results of the ARMC self-assessment for 2018

PREPARED BY
Auditor, Corporate Governance and Risk Office

REVIEWED BY
Manager, Audit & Risk, Corporate Governance and Risk Office

APPROVED BY
Director, Corporate Governance and Risk Office

SPONSOR
Chair: Audit & Risk Management Committee

RECOMMENDATION
That Council note the results of the ARMC self-assessment for 2018.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

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

The ARMC endorsed the self-assessment being presented to Council at its meeting on 21 November 2018.

BACKGROUND
Clause 35 of the ANU Audit & Risk Management Committee (ARMC) Charter requires that the Committee conducts a review of its performance on a self-assessment basis each year.

On behalf of the Committee, Corporate Governance & Risk Office (CGRO) developed a survey based on the Public Sector Audit Committee Better Practice Guide published by the ANAO. The self-assessment survey was circulated to all ARMC members to invite their evaluation of the Committee’s performance.

Overall, respondents strongly agreed that the Committee is an effective committee of Council.

Detailed comments from the self-assessment survey are included in the attachment, together with the ARMC Annual Work Plan 2018.

ATTACHMENTS
23.1 Council Committees – ARMC Self-Assessment 2018
23.2 Council Committees – ARMC Annual Work Plan 2018

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
24. COUNCIL COMMITTEES – FINANCE COMMITTEE – SELF-ASSESSMENT 2018

PURPOSE
To present the results of the Finance Committee self-assessment for 2018.

PREPARED BY
Senior Auditor, Corporate Governance and Risk

REVIEWED BY
Director, Corporate Governance and Risk

APPROVED BY
Director, Corporate Governance and Risk

SPONSOR
Chair, Finance Committee

RECOMMENDATION
That Council note the results of the Finance Committee self-assessment for 2018.

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

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

The Finance Committee endorsed the self-assessment being presented to Council at its meeting on 23 November 2018.

BACKGROUND
Clause 36 of the ANU Finance Committee Charter requires that the Committee conducts a review of its performance each year.

A self-assessment survey was circulated to all members of the Committee to provide the opportunity for evaluation of the Committee’s performance.

Overall, respondents strongly agreed that the Finance Committee is an effective Committee of Council.

Detailed comments from the self-assessment survey are included in the attachment.

ATTACHMENT
24.1 Council Committees - Finance Committee Self-Assessment 2018

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
25. ACADEMIC BOARD – SELF-ASSESSMENT 2018

PURPOSE  To present the results of the Academic Board self-assessment for 2018.

PREPARED BY  Secretary, Academic Board

REVIEWED BY  Director, Corporate Governance and Risk Office

APPROVED BY  Chair, Academic Board

SPONSOR  Chair, Academic Board

RECOMMENDATION  That Council note Academic Board’s self-assessment for 2018.

ACTION REQUIRED

For discussion ☐  For decision ☐  For information ☑

CONSULTATION

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

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

☐ Finance  ☐ Audit & Risk Management  ☐ Campus Planning  ☐ Remuneration

☐ Major Projects  ☐ Honorary Degrees  ☐ Nominations  ☑ Academic Board

BACKGROUND

The Charter of the Academic Board mandates the conduct of a performance self-assessment every two years. In 2018 this is particularly pertinent, as the Board was (at the time) overseeing the University’s TEQSA Re-Registration submission, and will be asked in the future to demonstrate its role in maintaining high quality academic governance.

During the period 2-12 October 2018, all members of Board were invited to participate in this self-assessment activity via online survey.

SUMMARY OF RESULTS

Of 53 eligible members, a total of 22 (41.5%) responded to the survey.

Analysis of the results reveals the following key themes (noting figures are approximate):

- 75% agree the Board’s activities are aligned to the ANU Strategic Plan 2017 – 2021;
- 80% agree or strongly agree, that Board ensured the maintenance of the highest standards in teaching, scholarship and research within the University;
- 80% feel sufficiently encouraged to contribute to Board discussions;
- Our sub-committee structure and reporting to Board may need some refinement, to better assist members understand the respective responsibilities of each Committee;
- Overall, the majority of members responses were positive, with 80% agreeing Board served the University effectively; and
- 95% believed the Chair is performing effectively.
Responses to the long form questions indicated the following:

- Recognition of the Board’s significant achievements relating to Academic Freedom, positioning ANU as a leader in this space;
- A broad desire to continue refining the Agenda and Board Papers with a view to allowing greater breadth of discussion on strategic issues;
- Support for the continuation of a broad representational body, drawn from across the University, with appropriate access, and accountability, from Executive members; and
- A wide selection of proposed strategic items for 2019 meetings.

BOARD DISCUSSION

The Deputy Chair led the discussion of this item during the Board meeting held on 23 October 2018. Specific points noted in discussion included the following:

- The overwhelmingly positive response of members to the work being undertaken by the Board;
- Recognising the significant achievement of re-establishing and promoting the Board since 2012;
- Noting the work done by the Steering Committee to improve the arrangement of the agenda to support robust and valuable discussion.

Of specific note, the Board unanimously agreed to formally recognise the exceptional work of the Chair during her tenure.

AREAS OF OPPORTUNITY FOR 2019

Identified opportunities for the Board to consider in 2019 and beyond include:

- Taking additional control of degree and program management, especially via its sub-committees;
- Where appropriate, soliciting papers from external sources to avoid insularity; and
- Increasing the use of data to analyse the academic health of the University.

CONCLUSION

Results of the survey indicate that Board members believe they are performing to a strong standard, whilst acknowledging there is no shortage of significant strategic items for future consideration.

ATTACHMENT

25.1 Academic Board – Self Assessment 2018

COMMUNICATION

☐ For public release  ☐ For internal release  ☑ Not for release
26. COUNCIL MEETING DATES 2019 - REVISED

PURPOSE
For Council to note a change to its May 2019 meeting date.

PREPARED BY
Secretary, ANU Council

REVIEWED BY
Secretary, ANU Council

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council note the change to the May meeting date as agreed out-of-session on 16 October 2018, as follows:

Delete: Friday 31 May 2019

Replace with: Friday 24 May 2019

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☐ For information

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

BACKGROUND
2019 Council meeting dates were approved by Council on 5 October 2018.

Following the meeting, the Chancellor was advised of a timetabling issue that would require him - subject to ANU Council agreement to change the May meeting date - to attend the Jeju Forum in Korea, 29-31 May 2019. Professor Evans is also a member of its organising Advisory Council.

A date change was proposed out-of-session and agreed by Council on 16 October 2018, as follows:

Delete: Friday 31 May 2019

Replace with: Friday 24 May 2019

CONFIRMED MEETING DATES FOR 2019

- 14 and 15 February 2019 (Melbourne: Council meeting, and Planning Day)
- 29 March 2019
- 24 May 2019
- 26 July
- 4 October
- 6 December

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

PART 4 – OTHER MATTERS FOR NOTING
C27.  Confidential to Council Members
28. **KAMBRI UPDATE**

**PURPOSE**
To provide a general update on the Kambri Redevelopment.

**PREPARED BY**
Director, Major Projects

**REVIEWED BY**
Deputy-Vice Chancellor (Academic)
Chief Operating Officer

**APPROVED BY**
Deputy-Vice Chancellor (Academic)

**SPONSOR**
Chief Operating Officer

**RECOMMENDATION**
That the Committee note the general update as presented.

**ACTION REQUIRED**
- For discussion
- For decision
- For information

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

**BACKGROUND**
Commercial negotiations with the proposed head contractor – LendLease Building (LLB) were concluded and the outcome reported at the University Council meeting on 21 July 2017. The redevelopment is heading towards completion of construction.

**SUMMARY OF ISSUES**

1. **Overall Status**
The redevelopment construction remains on program to achieve an opening for the beginning of the academic year in 2019. The target completion date for LLB is 1 February 2019.

The summary of construction status is as follows:
- demolition of the existing structures and construction of the basement car park - complete;
- the structures of each building - complete;
- facades to each building – nearing completion;
- service rough-in – nearing completion;
- fitout and commissioning – underway;
- re-grading, curb and guttering to University Avenue – complete; and
- paving and landscaping to University Avenue – underway.

The current focus for the project team is preparing final design for construction; detailed cost forecasting; preparing for go-live.

2. **Impacts of Flooding**
The rain that occurred on 25 February 2018 caused considerable flooding to the site. Construction activities generally returned to normal sequencing and production rates in some areas of the site on Monday 5 March (one week). The impact on critical path activities (drilling and key concrete pours) was three weeks. The extension of time claim from LLB results in a revised Practical Completion date of 1 February 2019.

The completion date remains subject to weather (wind and rain) and nation-wide industrial action (general contracting risk). The extent that construction of each building may be exposed to further delays caused by weather is being assessed on a weekly basis.
3. Total Redevelopment Cost

The total redevelopment cost approved at the University Council Meeting on 21 July 2017, incorporating the final contract price from LLB to design and construct Kambri, is identified in the table below.

The project is tracking in-line with approval and only minor variations have been approved to date, the main variation being ground water latent conditions (not quantifiable at time of finalising construction contract costs).

<table>
<thead>
<tr>
<th>Item</th>
<th>University Council Approved Budget</th>
<th>Spent to Date</th>
<th>Final Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guaranteed Maximum Price Building Contract with Lend Lease Building</td>
<td>$230.7m</td>
<td>$162.1m</td>
<td>$230.7m</td>
</tr>
<tr>
<td>Other Costs</td>
<td>$32.2m</td>
<td>$26.5m</td>
<td>$32.2m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$262.9m</strong></td>
<td><strong>$188.7m</strong></td>
<td><strong>$262.9m</strong></td>
</tr>
</tbody>
</table>

**Approved Variations**

- **Final Pop-up Fitout and Incentive Costs**: $0.5m
- **Ground Water Latent Conditions (additional structure design)**: $1.5m
- **Project Management of IT Network and AV**: $0.7m
- **Additional traffic modelling to achieve Works Approval**: $0.03m
- **DAF (Grease Arrestor Unit for Retail Tenancies)**: $0.3m
- **NHC Creation of tenancy void and power upgrade to increase service offering**: $0.05m
- **Additional Retail Demarcation Works (function of final tenancy layouts)**: $0.3m
- **Gym Lessor Works (function of final design)**: $0.2m
- **Extension of time costs (Development Fees and Site establishment)**: $0.7m
- **Additional metering for cost recovery from tenants**: $0.3m
- **Additional security provisions**: $0.4m
- **Additional Kambri Communications and Marketing Launch**: $0.2m
- **Finalisation of NHC lessor/lessee works**: $0.3m
- **Mobilisation Fee for Precinct Manager**: $0.2m
- **Credit for deletion of retail pavilion**: ($0.6m)

**Total** $5.08m

Note: The current approved variations represent a variance of 2%

LLB are in the process of finalising cost forecast for:
- Provisional Sums;
- Latent Conditions (asbestos removal – building and ground); and
- Smart Campus initiatives.

4. Operator Procurement – Car Park, Health + Well-being and Gym + Pool

A competitive procurement process was conducted to select operators for the basement car park, health and well-being services (National Health Co-op), and for the new gym and pool facility (Club Lime).

All associated lease documentation has now been executed.

**Outstanding Activity**: Completion of fitout of respective leased area by the National Health Co-op and Club Lime. The fitouts are underway and on track.
5. Revenues

The commercial revenues for the project have been subject to extensive review. Revenues for car parking, health and well-being services and the pool and gym facility have been verified with the respective operators. Rents for retail premises have been reviewed by Colony-6, Location IQ and Knight Frank. The tariff for student accommodation has been determined by the University using its standard costings and in-house expertise.

There has been no material change to the project revenues previously reported.

Outstanding Activity: Leasing of the retail and commercial tenancies has commenced and is forecast to be concluded by the end of November. Leasing is progressing to program and commerce. Of the original 44 tenancies, 4 retail tenancies and 3 sohos remain to be leased. Negotiations are underway with potential tenants for the remaining retail tenancies and the development team is confident that it will secure tenants for the remaining sohos. Tenancy fitout will commence in Q4 2018.

The full list of retail and commercial tenants secured is contained in the below attachment - Kambri Retail and Commercial Tenants Secured. The retail tenants secured is also in accordance with the Price Pyramid ie number of tenants (menu) within specific price ranges.

6. Procurement of Investment Partner – Morrison & Co

The Finance Committee (23 March 2018) and Council (6 April 2018) approved the recommendation to proceed with Investment Partner – Morrison & Co (MCo) for only the PBSA (SA7) component of Kambri. The University will retain the option to offer the non-PBSA elements to MCo and/or third parties at a later date. This approach will enable the University to validate established retail revenues and achieve a higher up-front (valuation) payment.

Financial Close was achieved with MCo for PBSA (SA7) on 15 August 2018. The valuation amount agreed with MCo was $52.236m, an increase of $5.236m from the previous amount advised to Council and Finance Committee. The increase in value was mainly due to:

- Change in valuation date from 31 March 2018 to 15 August 2018 ($1.3m);
- Favorable changes in debt terms and swap rates ($1.0m); and
- Rent modelling refinements and alignments ($2.6m).

7. Design

Generally

The design for each building is complete and was approved by the University Council on 26 May 2017.

The status design generally is as follows:

- detailed design for subcontractor tendering - essentially complete;
- issue of construction documentation – essentially complete;
- Smart Campus initiatives - essentially complete;
- One Planet (sustainability) - current assessment indicates a score of one planet however based on final service engineering, materials and operational reviews it is anticipated this will be reduced to 0.6;
- Interpretive Strategies - Engagement with the four Indigenous groups and the conceptual ideas from the design team have been consolidated into a number of place making initiatives. Dave Johnson (assisted by Amy Jarvis) is providing the stories that will contribute to these initiatives.
- Public Art – many items of public art will be provided by the interpretative strategies. Terence Maloon, Director of the ANU Drill Hall Gallery & University Art Collection is assisting procure two significant works for the Culture and Events building.
- Social History –The School of Art and Design will deliver the Social History as part of their program of activities in 2019. The digital wall in level 1 of the Student Commons, CLE Building, will provide the opportunity to display the Social History in both digital and static art.
- Childers St Entry – the base-line concept presented at 2 July CPC is proceeding. The School of Art and Design declined to assist with the procurement of art due to the brief and short-procurement timeline.

Central Energy Plant

In response to comments provided by the CPC at the meeting of 2 July:

PART 4 – OTHER MATTERS FOR NOTING
additional screening “greenery “to the building edge fronting Sullivans Creek” is being pursued; it was not possible to alter the site plan due to setout and service requirements with utility providers; and changes to the façade were outside budget provisions.

Chifley Library L1 and L2

As reported at the CPC of 17 September 2018, the level 1 fitout of Chifley Library, which was destroyed by the flood event of 25 February, is currently being redesigned to:
- provide study space for students;
- additional amenities (ie toilets that are currently under provided in the building);
- increase access to day-light; and
- provide additional retail tenancies to extend the activation of Chifley Lane.

Some changes to the level 2 fitout are also required in response to the relocated entry (bridge connection from Kambri).

The proposed fitouts to level 1 and 2 impact on some sections of the existing façade. Many of these sections are in need of repair and or have services that require relocation. The proposed fitout provides the opportunity to undertake minor alterations and repairs to the related sections of the façade. A general refresh of the exterior of the building will be undertaken as part of the level 1 and 2 works.

The works are scheduled to commence by the end of November 2018 and will be completed in April 2019.

8. Authority Approvals

The University Council approved design was presented to the National Capital Authority (NCA) Board on Friday 23 June 2017. The design of the buildings and the public realm was well received by the NCA.

The submission of works applications to NCA are on schedule. Twenty one works applications have been submitted with only two approvals currently outstanding. The remaining works applications are not currently on the critical path.

9. Construction Program

The contractual completion date for LLB, prior to extension of time, is 24 December 2018. Extension of time approved to date are tabled below.

<table>
<thead>
<tr>
<th>Area/ Event</th>
<th>Event</th>
<th>In accordance with Contract Program</th>
<th>Extension of Time</th>
<th>Revised Practical Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manning Clarke, Concession Building and Arts Centre (excluding God’s Café)</td>
<td>Handover Date 3 July 2017</td>
<td>Yes</td>
<td>Nil</td>
<td>24 December 2018</td>
</tr>
<tr>
<td>Arts Centre (including God’s Café)</td>
<td>Handover Date 24 July 2017</td>
<td>No. Contract handover date was delayed from 10 July 2017.</td>
<td>7 days agreed with LLB</td>
<td>11 January 2019</td>
</tr>
<tr>
<td>Union Building and Public Realm</td>
<td>7 August 2017</td>
<td>No. Contract handover date was delayed from 31 July 2017.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Flooding</td>
<td>25 February 2018</td>
<td>No. Forced Majeure Event. Event claimable under the Contract</td>
<td></td>
<td>1 February 2019</td>
</tr>
</tbody>
</table>

10. Communications and Marketing

A Steering Group has been established to deliver the communications and marketing for Kambri and to ensure co-ordination with other University activities.

The Steering Group consists of representatives from:
- SCAPA;
- ANU Marketing;
- Major Projects, Kambri Development Management;
- Director F&S;
- Precinct Manager; and
The Precinct Manager (Culture and Events Representative) will maintain the forecast calendar of events for Kambri. The Precinct Manager has a reference group (internal and external to the University) to assist with identification and planning of events.

The updated Website for Kambri (link in ANU.edu.au website) went live at the end of September 2018.

11. Kambri Go-Live – Operational Readiness

A Go-Live - Operational Readiness Plan and Steering Group and has been established to ensure the successful Go-live of Kambri

The Steering Group has been meeting on a fortnightly basis since 29 May 2018 and consists of representatives from:

- Major Projects (Chair)
- Kambri Development Management Team (Colony-6)
- Kambri Project Management Team (LLB)
- Director F&S;
- F&S Divisional Directors
- SCAPA;
- ANU Marketing;
- Precinct Manager; and
- Advisors (appointed as needed).

The activities for Go-Live have been identified, workshopped and grouped into twenty three (23) workstreams with a Steering Group representative responsible for each workstream. The workstreams include overall program and co-ordination, University operational readiness, commercial and retail tenant operational readiness; operational readiness of each building, IT and AV readiness, car park and ground plan, commissioning, quality control decanting, communications and marketing.

As part of the fortnightly meeting each Steering Group member reports on the status of their respective workstream.

The Go-Live – Operational Readiness Plan was audited by Ernst and Young in June 2018. No major issues were identified, only minor recommendations issued. These recommendations have been incorporated into the Plan.

At present Go-Live is progressing in accordance with the overall program and workstream schedule of activities.

PART 4 – OTHER MATTERS FOR NOTING
12. Risk Assessment

As part of project delivery and operational readiness the development and project team continually review and mitigate the project risks. In summary, the items with a risk rating above low are tabled below. The consolidated risk assessment of remaining risks is provided in the below attachment - Consolidated Risk Assessment Remaining.

<table>
<thead>
<tr>
<th>Item/Area</th>
<th>Consequence</th>
<th>Mitigation Strategy</th>
<th>Residual Risk/Assessment/Strategy</th>
<th>Risk Rating</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority Connections (Energise substation delayed to 20/12)</td>
<td>Delay to commissioning plant and equipment</td>
<td>• Escalate to senior executive within Utility provider (EVO) to bring forward energisation date. • Commission from generators whilst substation energised</td>
<td>Equipment not &quot;fully&quot; load tested (extent of load testing subject to capacity of generators)</td>
<td>Medium</td>
<td>Escalate to senior executive within Utility provider to bring forward energisation date</td>
</tr>
<tr>
<td>Construction &amp; Commissioning Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved for all areas</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete its overlay works • LLB continually review program and resource requirements • Key trades working seven day week • LLB has agreed Christmas closure dates with Union and subcontractors • Detailed commissioning program prepared and being adhered to</td>
<td>Construction program assumes a closure of 21 Dec and reopens on 2 Jan 2019. Site attendance of tradespeople during January can be problematic</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Retailer Fitout and Operation</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>Dedicated project resources assisting tenants with design and delivery. Rental payments commence from 1 February 2018</td>
<td>Tenants remain responsible for delivery of tenancy</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Student Centre - Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete its overlay works • Development Team continually review program and delivery resource requirements</td>
<td>• Admin functions may remain in existing location until end of Feb if needed. • Student Central (Level 1) will relocate ahead of O-week.</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Marie Reay Teaching Centre - Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete its overlay works • Development Team continually review program and delivery resource requirements</td>
<td></td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Public Realm – Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• LLB continually review of program and resource requirements</td>
<td>• Public realm works remain subject to weather</td>
<td>Medium</td>
<td>Monitor</td>
</tr>
</tbody>
</table>
13. Other Significant Issues

The following issues are noteworthy.

- **Changes to the provision of medical services and transition to the new provider** – National Health Co-op (NHC). In August 2017 the NHC commenced supporting the existing medical centre on campus and provide access to off-campus NHC centres for students and staff. The NHC and ANU counsellors will relocate to the new building within Kambri.

- **Construction disruption**. Construction over the entire site continues and will continue until project completion. Given the extent of construction work on campus there have been relatively few complaints. The NCA and the University received two formal complaints (both from University employees) regarding the removal of trees on University Ave.

- **Latent conditions** (The impact of latent conditions including hazardous materials and unexpected ground conditions). The presence of hazardous materials was greater than identified as part of the non-invasive inspection however, given the scale of the redevelopment the additional costs of removal were relatively minor.

- **Co-ordination with ANU Facilities and Services**. Detailed input from Facilities and Services being provided to reduce the impact of the redevelopment on the existing operating environment and also to provide input into the design and operation of the completed redevelopment.

ATTACHMENTS

28.1 Kambri Retail and Commercial Tenants Leasing Schedule
28.2 Kambri Consolidated Risk Assessment (Remaining)

COMMUNICATION

☐ For public release ☐ For internal release ☑ Not for release
C29-30.  Confidential to Council Members
31. CAP/CASS GOVERNANCE PROJECT – CLOSING REPORT

PURPOSE
To provide Council with the final report for the CAP CASS Governance Project.

PREPARED BY
Professor Rae Frances, Dean, ANU College of Arts and Social Science
Professor Michael Wesley, Dean, ANU College of Asia and the Pacific

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council notes the CAP/CASS Governance Project Closing Report.

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

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

This item is also addressed in the Vice-Chancellor’s report.

BACKGROUND
This report provides an overview of the progress between December 2017 and December 2018 for the College of Asia and the Pacific (CAP) and College of Arts and Social Sciences (CASS) Governance Project (the Project).

In mid-2015, the then Vice-Chancellor Ian Young, on behalf of the University Council and University Executive, asked the Deans of CAP and CASS to develop a work program to ensure the financial position, sustainability and standing of the Colleges. Council endorsed the work plan in December 2015.

Since this time the CAP CASS Governance Project has highlighted that there were processes across both Colleges that could be streamlined, and areas of duplication that could be minimised resulting in improved efficiencies of processes. The Colleges are continuing to work together across administration as appropriate, and now regard this as business as usual. There were also opportunities to provide more flexible degree rules to allow students greater access to the breadth of educational offerings across the two Colleges, and new programs that draw on the expertise of academics in both Colleges. Many of these changes have now been implemented and collaboration between academics in disciplines that cross the Colleges is ongoing.

This is the final report to Council on the CAP CASS Governance Project.

ATTACHMENTS - all available separately on the Secure Server:
31.1 CAP CASS Governance Project – Final Report to ANU Council (including appendices)
  o A. CAP CASS Discipline Leadership Groups – Terms of Reference
  o B. 2018 DASSH Conference Program
  o C. ANU HASS Impact Framework
  o D. ANU Languages Guide

COMMUNICATION
For public release ☐  For internal release ☑  Not for release ☐
C32. Confidential to Council Members
33. ACADEMIC MANAGEMENT AND LEADERSHIP - UPDATE

PURPOSE To brief Council on the progress of the development of the Academic Leadership Program

PREPARED BY Director, Human Resources

REVIEWED BY Chief Operating Officer

APPROVED BY Chief Operating Officer

SPONSOR Chief Operating Officer

RECOMMENDATION That Council note the progress made towards the development of the Academic Leadership Program

ACTION REQUIRED ☑ For discussion □ For decision ☑ For information

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

BACKGROUND

The proposal to develop a transformative leadership program for senior academic leaders was approved by Council in February 2018.

Subsequently, working with the Deans and Executive a draft content for the program was developed and subsequently noted by Council. The proposal was for a program which would be:

- A collaborative intensive leadership program in partnership with, ideally, a globally recognised external provider
- A program which draws heavily on best practice within the ANU
- A program built on collaborative design and delivery
- A program highly contextualised to the strategy, challenges and culture of the ANU
- Aimed at a transformational leadership experience for senior leaders and executives of the University.
- Delivered in Canberra in small groups involving intensive sessions
- Inclusive of site visits to other institutions internationally to enhance the learning experience

The objectives of program include:

- Develop complex and adaptive thinking capabilities in leaders
- Recognising challenges and leading in complex challenges
- Develop intellectual leadership and innovation
- Enhance business skills and leadership capabilities to adapt to changing environments
- Enhance a higher level of strategic thinking and decision making for global success
- Sustaining leadership
### SUMMARY OF PROGRESS

<table>
<thead>
<tr>
<th>Action Item</th>
<th>Progress</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Preparation of scoping and background information documentation</td>
<td>Completed</td>
<td>October 2018</td>
</tr>
<tr>
<td>2. Research undertaken to identify suitable universities who undertake fully customisable executive education programs</td>
<td>Completed. Using international benchmarking and comparisons tables for fully customisable executive education providers, a range of top university partners were identified and investigated.</td>
<td>September 2018</td>
</tr>
</tbody>
</table>
| 3. Preliminary invitations issued | Completed. Preliminary scoping requests were issued to:  
- IESE  
- IMD Switzerland  
- INSEAD  
- Stanford  
- London School of Business  
- University of North Carolina  
- Harvard Business School | October 2018 |
| 4. Follow-up discussions initiated | Completed. Preliminary scoping discussions held via teleconference with  
- IESE  
- IMD Switzerland  
- INSEAD  
- University of North Carolina  
A number of the original list approached were unresponsive or declined to participate | October 2018 |
| 5. Next steps | More detailed discussions are now proceeding with IESE, INSEAD and IMD. The FT World Ranking of these providers is 1, 4 and 3 respectively. | |

---

PART 4 – OTHER MATTERS FOR NOTING
The table below is provided as recommended program content, which can be amended or enhanced to determine an appropriate but challenging description of the core topics for potential development.

<table>
<thead>
<tr>
<th>Development Focus</th>
<th>Capability</th>
<th>Suggested Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting the Context</td>
<td>Senior Leadership in the University Context</td>
<td>• The strategic and political landscape in the university sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Corporate governance versus the traditional academic culture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Challenges facing academic leaders in the university sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Managing strategic risk and safeguarding reputation</td>
</tr>
<tr>
<td></td>
<td>Senior Leadership in the ANU context</td>
<td>• The role of the National University</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Being a research intensive university</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The Strategic Plan and the key strategies</td>
</tr>
<tr>
<td></td>
<td>Best practice in research and development growth</td>
<td>• Growing research and development opportunities</td>
</tr>
<tr>
<td></td>
<td>Industry liaison and outreach</td>
<td>• Innovation and translation</td>
</tr>
<tr>
<td></td>
<td>Internal academic collaboration and teamwork</td>
<td>• Supporting academics to building and developing industry relationships and converting to partner</td>
</tr>
<tr>
<td></td>
<td>Operating in a global context</td>
<td>• Building and enhancing a culture of collegiality and collaborative problem solving</td>
</tr>
<tr>
<td></td>
<td>Understanding student views and opinions and their needs</td>
<td>• Facilitating others to build high performing teams</td>
</tr>
<tr>
<td>Managing Self</td>
<td>Personal Effectiveness</td>
<td>• Capturing and capitalising on student voice to improve the student experience</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Personal leadership strengths and areas for development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leading with resilience</td>
</tr>
<tr>
<td>Managing People</td>
<td>People and Culture</td>
<td>• Making world class appointments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Making a difference - Improving gender equity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Enhancing a high performance academic culture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Addressing underperformance</td>
</tr>
<tr>
<td>Managing Organisation</td>
<td>Leading and Managing Change</td>
<td>• Building a change management framework</td>
</tr>
<tr>
<td></td>
<td>Assets and Infrastructure</td>
<td>• Impact of change on individuals and teams</td>
</tr>
<tr>
<td></td>
<td>Advanced Budget and Financials</td>
<td>• Creating a compelling vision and case for change</td>
</tr>
<tr>
<td></td>
<td>Advancing Philanthropy</td>
<td>• Addressing resistance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Building commitment to change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Long term planning for infrastructure, assets, equipment and technology</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advanced funding sources and financial management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Developing and leading innovation in the operating funding environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cost management and ABC</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Legal and ethical frameworks of fundraising</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leading marketing and fundraising strategy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Advances relationship fundraising and engaging philanthropists</td>
</tr>
<tr>
<td>OPTIONAL</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Leading others in the Planning</td>
<td>• Benefits of project management</td>
<td></td>
</tr>
<tr>
<td>and Executing Projects</td>
<td>• Role and responsibilities of the project manager</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Components of the project management process</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Managing stakeholders</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reporting and project communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Prioritisation and time management</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Adjusting plans and delivering results</td>
<td></td>
</tr>
<tr>
<td>Managing Risk on Behalf of ANU</td>
<td>• Code of conduct</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Legal and policy requirements</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Workplace health and safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Managing strategic risk</td>
<td></td>
</tr>
</tbody>
</table>

**COMMUNICATION**

- [x] For public release  
- [ ] For internal release  
- [ ] Not for release
C34. Confidential to Council Members
35. ADMINISTRATIVE REFORM - UPDATE

PURPOSE To provide Council with an update on the progress of various measures to improve the University’s administration

PREPARED BY Director, Service Improvement Group

REVIEWED BY Chief Operating Officer

CONSULTED Chief Financial Officer
Registrar, Student Administration Services
Director, Information Technology Services
Director, Human Resources
Planning and Performance Measurement

APPROVED BY Chief Operating Officer

SPONSOR Chief Operating Officer

RECOMMENDATION That Council note the progress report on administrative reform at ANU

ACTION REQUIRED
☑ For discussion ☐ For decision ☑ For information

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

The above listed Service Division Directors and Service Divisions were consulted in the preparation of this update to Council.

BACKGROUND
The last update on Administrative Reform was provided at the May 2018 Council meeting. This update details the current progress of project activity.

ATTACHMENT
35.1 Administrative Reform – Council paper – December 2018

COMMUNICATION
☐ For public release ☐ For internal release ☑ Not for release
C36-40.  Confidential to Council Members
41. CAMPUS PLANNING COMMITTEE – EXECUTIVE SUMMARY

PURPOSE
To note the summary of major items considered by the Campus Planning Committee at its meeting of on 19 November 2018.

PREPARED BY
Senior Governance Officer, Corporate Governance and Risk Office

REVIEWED BY
Associate Director, Corporate Governance and Policy

APPROVED BY
Director, Corporate Governance and Risk Office

SPONSOR
Chancellor

RECOMMENDATION
That Council note the summary of major items considered by the Campus Planning Committee at its meeting of 19 November 2018.

ACTION REQUIRED
For discussion ☑  For decision ☐  For information ☑

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

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

SUMMARY

ITEM 5  ACTON CAMPUS MASTER PLAN

The lead consultant (Arup) provided a presentation of the Acton Campus Master Plan aimed at giving the University a distinct identity; providing a vibrant campus experience and better quality pedestrian public spaces. The Committee noted:

- The Master Plan is informed by five integrated, yet stand-alone plans.
- The Acton Campus Master Plan has been designed to guide the development of the University’s campus for the next 20-30 years. The plan has been developed on the strengths of the campus; the’ strong bones’ (which form the centre of the Master Plan) and include the University’s natural landscape setting, the places and features unique to ANU such as University Avenue and Sullivans Creek, the rich indigenous history and culture; heritage buildings and landscapes, including courtyard buildings.
- Through the preparation of the Master Plan, the following seven design principles have been developed and adopted which describe the key desired campus attributes:
  1. Distinct and connected in the Nation’s Capital.
  2. Promenades within a beautiful bush setting.
  3. A network of five collaborative Hubs (Kambri, Fellows, Peninsula, Sullivans and Barry).
  4. Uniquely ANU.
  5. An unrivalled living and working environment.
  6. Access for all.
  7. Visible environmental stewardship.
The Committee noted the project has received strong support from University and external stakeholders. There has also been ongoing engagement with, and support of the objectives, with academic and professional staff and student groups.

In discussion, the Committee recognised the enormous amount of work that has been invested in developing the Master Plan to this point and noted also that the core ideas of the Master Plan are very good, but that the Committee also took the view that:

1. The plan lacks a strong, clear story line and fails to communicate the key message of what the plan aims to achieve.

2. The plan lacks detail and clarity on substantive issues such as:
   - The road network and parking options.
   - The current layout of the main Master Plan document is confusing and difficult to read.

3. There are design inconsistencies and a lack of coherence across the plan. The plan does not build on the early work that has been done by the University (particularly the design principles that had been agreed for the Kambri development, which had been intended to have wider University application).

The Committee also noted that the environment, waste and water issues for future building developments are addressed in the University’s Environmental Management Plan, which is developed on a three year cycle.

Resolved:

The Committee agreed Arup will work with the Chancellor and the Executive to address the Committee’s concerns with the Master Plan and the refined Acton Campus Master Plan will be presented back to the Committee in 2019 for endorsement.

ITEM 6   STUDENT ACCOMMODATION (SA8) RECOMMENDATION

The Committee received a presentation from Bates Smart on the updated design for SA8. The Committee noted:

- The University, in acquiring the parcel of land necessary for the development to proceed, has been advised by the ACT Government that they require 8,000sqm of the stage 2 site to be retained for a potential emergency services centre. This will reduce the number of beds provided in stage 2 of the project (should stage 2 proceed). This is to be the subject of further negotiation with the ACT Government.

- That the design of the project is in line with the design principles agreed for the Kambri project.

- The design of the undergraduate accommodation no longer includes shared rooms with four bunk beds. This option was not viable as the reduction in building costs does not provide enough of a reduction in room tariffs.

Resolved:

The Committee endorsed for Council approval:

- Undertaking the development of stage 1 of the Beyond Burgmann site to provide student accommodation (SA8);

- The design for SA8 as presented to the Committee by Bates Smart; and

- The development financials.

PART 4 – OTHER MATTERS FOR NOTING
ITEM 7 KAMBRI UPDATE

The Committee was provided with an update on the Kambri development and noted:

- The development is programmed to be handed over to the University from Lendlease on 1 February 2019.

Resolved:

The Committee noted the general update as presented.

ITEM 8 MAJOR CAPITAL WORKS PROJECTS – STATUS UPDATE

Resolved:

The Committee noted the update on all major projects currently progressing at the University.

ITEM 9 THE FUTURE OF UNIVERSITY LIBRARY FACILITIES

The Chief Operating Officer provided the Committee with an update. The Committee discussed whether a design competition should be held for the new library.

Resolved:

That Committee agreed that a design competition may be held for the new library, noting that there will be a preference for Australian architects who work in conjunction with international architects and that often competitions can make the process more lengthy.

The Chief Operating Officer will report on the appropriate modality for such a competition at the next meeting.

ITEM 10 CAMPUS ELECTRICITY CONSUMPTION – STATUS UPDATE

Resolved:

The Committee note the electricity consumption status update.

ITEM 11 KAMBRI DEVELOPMENT NAMING PROPOSALS

In endorsing the proposals, the Committee also resolved to not endorse the word hub for the ‘Diana Riddell Student Hub’. In the interests of naming consistency (hubs being a feature of the Master Plan, and centre being used within the Kambri Hub), the Committee resolved to use the word centre instead.

Resolved:

The Committee:

1. Endorsed for Council approval the proposals to name:
   a. North Loop Road, ‘Caroline Lane Walk’; and
   b. The Student Centre Building, the ‘Diana Riddell Student Centre’.

2. Noted the revised spelling of the Indigenous name for SA5, ‘Wamburun’.

PART 4 – OTHER MATTERS FOR NOTING
ITEM 12  2019 COMMITTEE FORWARD AGENDA PLAN

The Committee noted the forward plan.

Resolved:

The Committee approved the CPC forward agenda plan for 2019, noting that it was unlikely that the meeting proposed for 24 January 2019 would proceed given the limited time available for Arup to update the Master Plan documents (see Item 16).

ITEM 13  REPORT ON COUNCIL DECISIONS/DELIBERTIONS

Resolved:

The Committee noted the report on Council decisions and other key Council deliberations since the last meeting of the Committee.

ITEM 14  COMMITTEE MEMBERSHIP

The Committee noted the current Chair of the Campus Planning Development Committee, Professor Sue Holiday, will remain until 30 June 2019, at which time her successor will commence in the role.

Resolved:

The Committee noted the update.

ITEM 15  OTHER BUSINESS

Resolved:

The Committee noted the Self-Assessment survey will be sent to members in December 2018.

ITEM 16  NEXT MEETING

Resolved:

The Committee noted that its next meeting was scheduled for Thursday 24 January 2019, mainly to consider the Master Plan. Since then, the Committee has been advised that the updated Master Plan will not be available in January and so this meeting will not proceed.

Accordingly, the next meeting is scheduled to take place on 12 March 2019.

COMMUNICATION

For public release ☐  For internal release ☐  Not for release ☑
42. ACADEMIC BOARD – EXECUTIVE SUMMARY

PURPOSE
To note a summary of the major items discussed and decisions taken by Academic Board at its meeting held on 23 October 2018.

PREPARED BY
Secretary, Academic Board

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chair, Academic Board

SPONSOR
Chair, Academic Board

RECOMMENDATION
That Council note the summary of major items considered by the Academic Board at its meeting held on 23 October 2018.

ACTION REQUIRED
For discussion ☑ For decision ☐ For information ☑

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

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

SUMMARY

Item 8 Report from the Chair

The Chair updated Board on a range of issues, including:

- Noting the updates to the Academic Board Charter, approved at the ANU Council meeting of 5 October 2018, to include the Board’s additional responsibilities for oversight of Academic Freedom;
- Broad discussion on the issue of 3rd Party Providers, including concern about the absence of an operational level risk register for academic issues; and

Resolution
Academic Board noted the report.

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

The Deputy Vice-Chancellor (Academic) informed members that the Tertiary Education Quality Standards Agency (TEQSA), had invited the University to request an additional three year extension for our re-registration. This was noted as recognition of the excellent academic governance work of the ANU.

Members also received a confidential summary of the update concerning Study Group.

Resolution
Academic Board noted the report.

Item 13 Poll questions

13.1 Given the ASA and other efforts to increase diversity, what are the principles behind this move? How is the university preparing to engage with the implications of a more diversified staff and student cohort?
Academic Board discussed the broad objective of ensuring the University can achieve its national mandate, one component of which is drawing upon a diverse student and staff cohort. Key points included:

- Acknowledging, that by many metrics, the ANU undergraduate population is among the least diverse in the sector;
- An emphasis in the Admissions, Scholarships and Accommodation (ASA) project on promoting socio-economic and geographic diversity, whilst recognising:
  - Practical cost of living implications for students moving inter-state;
  - Ongoing analysis of our student cohort to assist in identifying those who require additional support services;
  - A generally high GPA, and self-reported high level of happiness, amongst low socio-economic status (SES) students; and
  - Ongoing work with external providers, including The Smith Family, to best assist these students.
- Noting that the current staff portfolio is reasonably diverse, with the acknowledgment that the University does not yet have a population representative proportion of Indigenous staff;
- Reflecting on the diversity of the staffing profile with respect to senior appointments;
- Appreciating the requirement to assist our academic staff during the transition to a more diverse student cohort; and
- The impending introduction of 25 additional scholarships to build upon current diversity initiatives.

13.2 The architecture supporting ANU degrees is complex, inter-dependant and not always nimble. How can we improve the architecture of our programs to ensure better educational outcomes and efficiencies?

The Pro Vice-Chancellor (Education) led the discussion of this item, acknowledging the very real challenge for students in understanding the architecture of the University's degree programs. It was noted this is a complex issue to address, requiring extensive consultation and peer analysis.

In discussion, the Board noted:

- A desire to understand the essence of its educational offerings, with a view to reducing the total number of degree programs;
- Recognising the opportunity for Board to assert its authority over ownership of degree programs;
- Adopting a ‘what’s good for the students’ approach, with the exemplar of CAP/CASS collaboration; and
- Potential opportunities for review afforded by the impending adaptation to the new resourcing model.

Resolution
Academic Board noted the matters raised.

Item 14 Academic Board Self-Assessment Survey 2018 Report

A detailed report of the Academic Board 2018 Self-Assessment has been submitted for consideration by the Council at Item 25.

Resolution
Academic Board noted the matters raised.

COMMUNICATION
☐ For public release     ☐ For internal release     ☑ Not for release
43. PRIVACY REPORT 2018

PURPOSE To report on the management privacy by the University in 2018.

PREPARED BY Privacy Officer (University Librarian)

REVIEWED BY University Librarian

APPROVED BY Vice-Chancellor

SPONSOR Vice-Chancellor


ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

BACKGROUND
The Privacy Act 1988 (Cth) (‘Privacy Act’) applies to the Australian National University (‘ANU’). No major changes occurred to the Privacy Act this year. The University is required to have a privacy policy and to ensure that that it is implemented. The current Privacy Policy can be found at: https://policies.anu.edu.au/ppl/document/ANUP_010007.

SUMMARY OF ISSUES
It has been a busy year with a significant number of privacy enquiries and a complaint to the Office of the Australian Information Commissioner (OAIC) about processing of a complaint. OAIC is the institution that is responsible for the Privacy Commissioner.

Policy
Mandatory data breaches
On 22 February the provisions making mandatory data breach reporting came into force. One of the requirements was that agencies covered by the Privacy Act 1988 were required to develop a Data breach response plan.

ANU's plan was developed, taken through a process of consultation with Administrative Divisions and Colleges and approved. It has been published through the policy library and can be found at https://policies.anu.edu.au/ppl/document/ANUP_017613

Privacy Impact Assessments
There have been a number of new projects and privacy matters that have identified the need to develop Privacy Impact Assessments (PIAs). A PIA is a written assessment of an activity or function that identifies the impact that the activity or function might have on the privacy of individuals, and sets out recommendations for managing, minimising or eliminating that impact.

A PIA involved 10 steps:
1. Threshold assessment
2. Plan the PIA
3. Describe the project
4. Identify and consult with stakeholders
5. Map information flows
6. Privacy impact analysis and compliance check
7. Privacy management — addressing risks
8. Recommendations
9. Report
10. Respond and review.
A draft PIA Guideline has been prepared which includes information on completing the plan and undertaking the assessment. It should be published on the ANU Policy Library shortly.

Four PIAs have been finalised and one system has been determined not to meet the threshold test.

Discussions have occurred with a number of areas including the Divisions of Student Life and Student Administration to identify areas in the Privacy policy that should be clarified in the policy review.

Policy advice has been provided to the Respectful Relationships Working Group and other areas in the University.

**Summary of enquiries/complaints**

<table>
<thead>
<tr>
<th>Type of request</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enquiries/complaints from individuals</td>
<td></td>
</tr>
<tr>
<td>• General enquiries</td>
<td>26</td>
</tr>
<tr>
<td>• Investigations/reviews</td>
<td>2</td>
</tr>
<tr>
<td>General advice given (ANU Legal and Privacy Officer)</td>
<td>15</td>
</tr>
<tr>
<td>Outstanding complaints</td>
<td>2</td>
</tr>
<tr>
<td>Training/presentations given</td>
<td>4</td>
</tr>
</tbody>
</table>

**Privacy Training**

Funding was obtained to develop more detailed and comprehensive online and face-to-face privacy training. Draft privacy modules developed by Salinger have been alpha tested – they will now be revised and a final version is expected by the end of December.

**Overall**

Work on privacy matters averages around 5 hours per week. Given the lack of resourcing meeting deadlines is problematic.

**COMMUNICATION**

☐ For public release ☐ For internal release ☑ Not for release
44. **PUBLIC INTEREST DISCLOSURE REPORT 2017/18**

**PURPOSE**
To brief Council on the application of the *Public Interest Disclosure Act 2013* within the University in 2017/18.

**PREPARED BY**
Associate Director, Corporate Governance and Policy

**REVIEWED BY**
Director, Corporate Governance and Risk Office

**APPROVED BY**
Vice-Chancellor

**SPONSOR**
Vice-Chancellor

**RECOMMENDATION**

**ACTION REQUIRED**
- ☑ For decision

**CONSULTATION**
- ☑ Not applicable

**BACKGROUND**
The public interest disclosure (PID) scheme has been established to promote the integrity and accountability of the Commonwealth public sector, including at the Australian National University, by:
- encouraging and facilitating the making of disclosures of wrongdoing by public officials
- ensuring that public officials who make public disclosures are supported and protected from adverse consequences relating to the making of a disclosure
- ensuring that disclosures are properly investigated and dealt with.

The scheme is established by the *Public Interest Disclosure Act 2013* (“PID Act”).

Only people who are deemed to be a public official under the PID Act can make a disclosure and receive the protections afforded by the Act. For the purposes of the University, people who qualify are:
- the Vice-Chancellor (as Principal Officer)
- a member of staff of the University
- a member of the University
- an individual who is employed by the Commonwealth and performs duties for the University.

In summary terms, disclosable conduct is conduct by a federal agency (including the University) or by a public official that:
- contravenes a law of the Commonwealth, a State or a Territory
- occurs in a foreign country and contravenes a law in force in that country that applies to the agency or Public Official and that corresponds to a law in force in the Australian Capital Territory
- perverts, or attempts to pervert, the course of justice, or involves corruption of any other kind
- constitutes maladministration, including conduct that: is based on improper motives
- is unreasonable, unjust or oppressive, or is negligent
- is an abuse of public trust, or
- is fabrication, falsification, or deception in relation to scientific research, or misconduct in relation to scientific work, or
- results in the wastage of public money or public property or of the money or property of an authority covered by the PID Act, or
- unreasonably results in a danger to the health and safety of a person or unreasonably results in or increases the risk of a danger to the health and safety of a person, or
- results in a danger to the environment or results in or increases the risk of a danger to the environment, or
- is prescribed by the PID Rules, or
- is engaged in by a Public Official that: involves abuse of the Public Official's position, or could, if proved, give reasonable grounds for disciplinary action against the Public Official.
SUMMARY OF ISSUES

In 2017/18, the University had two Authorised Officers to receive disclosures from public officials. Information about public interest disclosure at the University is available at: http://www.anu.edu.au/about/governance/frameworks-disclosures/public-interest-disclosure. The University’s own processes in respect of public interest disclosure are governed by a policy and procedure.

2017/18 Reporting to Commonwealth Ombudsman

The University is required to report annually to the Commonwealth Ombudsman on its application of the PID Act. In 2017/18, the University reported it had:

- Received one internal disclosure. The preliminary assessment of the nature of alleged conduct was Maladministration.
- Completed three investigations using external investigators.

COMMUNICATION

☐ For public release  ☐ For internal release  ☑ Not for release
45. FREEDOM OF INFORMATION REPORT 2018

PURPOSE To report on Freedom of Information requests made to the University in 2018.

PREPARED BY Associate Director, Records and Archives

REVIEWED BY University Librarian

APPROVED BY Vice-Chancellor

SPONSOR Vice-Chancellor


ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

BACKGROUND
The Freedom of Information Act 1982 (FOI Act) is Commonwealth legislation that allows the general public to seek access to information held by any Commonwealth agency or authority within reasonable limits. The Australian National University is a Commonwealth authority and is subject to the FOI Act.

SUMMARY OF ISSUES
The number of FOI applications received in 2018 continue to be well above numbers for previous years.

<table>
<thead>
<tr>
<th>Type of request</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal information (student and staff files)</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Non personal information e.g.</td>
<td>46</td>
<td>83</td>
</tr>
<tr>
<td>• Ramsay Centre</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Philanthropy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Parking permits and infringements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Documents concerning the Centre for Arab and Islamic Studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Student enrolment from specified countries</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Deployment of security staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultation requests from other agencies</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Access decision review</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Review of access decisions</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Information Commissioner - review of access decisions</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Information Commissioner - complaint</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

Some applicants engage with the University via the Privacy Officer and FOI office simultaneously. FOI policy, procedures and guidelines designed to assist the University to manage requests more effectively are close to finalisation.

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

PART 4 – OTHER MATTERS FOR NOTING
46. 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)
Research Services Division

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the report of significant visits and events, grants and consultancies.

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

ATTACHMENTS
46.1 Significant Events Register
46.2 Grants and Consultancies Report

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

**PURPOSE**  
For Council to note any transactions signed under Power of Attorney by the Investment Manager since the last meeting of Council.

**PREPARED BY**  
Investment Manager

**REVIEWED BY**  
Chief Financial Officer

**APPROVED BY**  
Chief Financial Officer

**SPONSOR**  
Vice-Chancellor

**RECOMMENDATION**  
That Council note any transactions over which the Investment Manager exercised Power of Attorney since the last Council meeting, on 5 October 2018.

**ACTION REQUIRED**
- □ For discussion
- □ For decision
- ☑ For information

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

**BACKGROUND**
This Power of Attorney was granted to the Investment Manager and executed under the Common Seal of the University on 4 September 2003. Uses of the Power of Attorney are required to be reported to Council.

**SUMMARY OF ISSUES**
This report confirms that no transactions have been signed under Power of Attorney by the Investment Manager since the last meeting of Council.

**COMMUNICATION**
- For public release  □
- For internal release  □
- Not for release  ☑
48. LEGISLATION

PURPOSE
For Council to note any legislation approved by the Vice-Chancellor since the last meeting of Council.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any legislation approved by the Vice-Chancellor since the last meeting of Council on 5 October 2018.

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

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

BACKGROUND
Section 9.6 of the Vice-Chancellorship Statute 2013 requires that if the Vice-Chancellor exercises his power to make a Rule or Order, it must be reported to the Council at the next meeting of the Council after the Rule or Order concerned was made.

This report confirms that no legislation has been approved by the Vice-Chancellor since the last meeting of Council on 5 October 2018.

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

PURPOSE
For Council to note any uses of the University Seal since the last meeting of Council.

PREPARED BY
Executive Officer, Office of the Vice-Chancellor

REVIEWED BY
Director, Office of the Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any documents to which the University Seal has been affixed since the meeting of Council held on 5 October 2018.

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

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

BACKGROUND
The University Seal Statute 2002 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:

5. Affixing of seal to other documents
5.1 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.

SUMMARY OF ISSUES
The documents to which the University Seal was affixed since the meeting of Council held on 5 October 2018 are as follows:

- 8 October 2018  Deed of Indemnity and Access – Ben Corry
- 8 October 2018  Deed of Indemnity and Access – Ceridwen Fraser
- 8 October 2018  Deed of Indemnity and Access – Matthew Colless
- 8 October 2018  Deed of Indemnity and Access – Zyl Hovenga-Wauchope
- 8 October 2018  Deed of Indemnity and Access – Eden Lim
- 15 November 2018  Crown Lease Renewal – Block 6 Section 19 Yarralumla

COMMUNICATION
For public release ☐  For internal release ☐  Not for release ☑
PART 5 – OTHER BUSINESS

50. OTHER BUSINESS

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

SPONSOR
Chancellor

RECOMMENDATION
That the Council consider any other business raised.

ACTION REQUIRED
☑ For discussion ☐ For decision ☐ For information
51. NEXT MEETING

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

SPONSOR  Chancellor

RECOMMENDATION  That Council note that its next meeting will be held on Thursday 14 February 2019.

ACTION REQUIRED

☑ For discussion  □ For decision  ☑ For information
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>Academic Board</td>
</tr>
<tr>
<td>AQAC</td>
<td>Academic Quality Assurance Committee</td>
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<tr>
<td>AHEGS</td>
<td>Australian Higher Education Graduation Statement</td>
</tr>
<tr>
<td>ANIP</td>
<td>Australian National Internships Program</td>
</tr>
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<td>ANU</td>
<td>Australian National University</td>
</tr>
<tr>
<td>ANUE</td>
<td>ANU Enterprise</td>
</tr>
<tr>
<td>AOU</td>
<td>Academic Organisational Unit</td>
</tr>
<tr>
<td>AQF</td>
<td>Australian Qualifications Framework</td>
</tr>
<tr>
<td>ARC</td>
<td>Australian Research Council</td>
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<td>ARMC</td>
<td>Audit and Risk Management Committee</td>
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<tr>
<td>ARP</td>
<td>Alumni Relations &amp; Philanthropy Division</td>
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<tr>
<td>CAP</td>
<td>ANU College of Asia &amp; the Pacific</td>
</tr>
<tr>
<td>CASS</td>
<td>ANU College of Arts &amp; Social Sciences</td>
</tr>
<tr>
<td>CBE</td>
<td>ANU College of Business &amp; Economics</td>
</tr>
<tr>
<td>CECS</td>
<td>ANU College of Engineering &amp; Computer Science</td>
</tr>
<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>CGRO</td>
<td>Corporate Governance and Risk Office</td>
</tr>
<tr>
<td>CHELT</td>
<td>Centre for Higher Education, Learning &amp; Teaching</td>
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<tr>
<td>CHM</td>
<td>ANU College of Health and Medicine</td>
</tr>
<tr>
<td>CoL</td>
<td>ANU College of Law</td>
</tr>
<tr>
<td>COO</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>CoS</td>
<td>ANU College of Science</td>
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<tr>
<td>CPC</td>
<td>Campus Planning Committee</td>
</tr>
<tr>
<td>CRICOS</td>
<td>Commonwealth Register of Institutions and Courses for Overseas Students</td>
</tr>
<tr>
<td>CSP</td>
<td>Commonwealth Supported Place</td>
</tr>
<tr>
<td>CSS</td>
<td>Commonwealth Support Student</td>
</tr>
<tr>
<td>DET</td>
<td>Commonwealth Department of Education and Training</td>
</tr>
<tr>
<td>DSA</td>
<td>Division of Student Administration</td>
</tr>
</tbody>
</table>
### Glossary

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>DSL</td>
<td>Division of Student Life</td>
</tr>
<tr>
<td>DTF</td>
<td>Domestic Tuition Fees</td>
</tr>
<tr>
<td>DVC(A)</td>
<td>Deputy Vice-Chancellor (Academic)</td>
</tr>
<tr>
<td>DVC(GE)</td>
<td>Deputy Vice-Chancellor (Global Engagement)</td>
</tr>
<tr>
<td>DVC(RI)</td>
<td>Deputy Vice-Chancellor (Research and Innovation)</td>
</tr>
<tr>
<td>EFT</td>
<td>Equivalent Full Time</td>
</tr>
<tr>
<td>EFTSL</td>
<td>Equivalent Full Time Student Load</td>
</tr>
<tr>
<td>ERMC</td>
<td>Electronic Records Management System</td>
</tr>
<tr>
<td>ESOS</td>
<td>Educational Services for Overseas Students Act 2000</td>
</tr>
<tr>
<td>F&amp;BS</td>
<td>Finance and Business Services Division</td>
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<tr>
<td>F&amp;S</td>
<td>Facilities and Services Division</td>
</tr>
<tr>
<td>FBT Act</td>
<td>Fringe Benefits Tax Assessment Act 1986</td>
</tr>
<tr>
<td>FC</td>
<td>Finance Committee</td>
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<tr>
<td>FOI</td>
<td>Freedom of Information</td>
</tr>
<tr>
<td>GMSDD</td>
<td>College General Managers and Service Division Directors (group)</td>
</tr>
<tr>
<td>Go8</td>
<td>Group of Eight</td>
</tr>
<tr>
<td>HDC</td>
<td>Honorary Degrees Committee</td>
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<tr>
<td>HDR</td>
<td>Higher Degree Research</td>
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<td>HECS</td>
<td>Higher Education Contribution Scheme</td>
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<td>Higher Education Loan Program</td>
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<td>Higher Education Support Act 2003</td>
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<td>HRD</td>
<td>Human Resources Division</td>
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<tr>
<td>ISF</td>
<td>International Student Fees</td>
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<tr>
<td>ISP</td>
<td>International Strategy &amp; Partnerships</td>
</tr>
<tr>
<td>ITS</td>
<td>Information Technology Services Division</td>
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<tr>
<td>LO</td>
<td>University Legal Office</td>
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<tr>
<td>MSRD</td>
<td>Marketing &amp; Student Recruitment Division</td>
</tr>
<tr>
<td>MPJSC</td>
<td>Major Projects Joint Sub-Committee</td>
</tr>
<tr>
<td>NC</td>
<td>Nominations Committee</td>
</tr>
<tr>
<td>NCIS</td>
<td>National Centre for Indigenous Studies</td>
</tr>
<tr>
<td>Acronym</td>
<td>Explanation</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
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<tr>
<td>NHMRC</td>
<td>National Health and Medical Research Council</td>
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<tr>
<td>OVC</td>
<td>Office of the Vice-Chancellor</td>
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<tr>
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<td>Postgraduate</td>
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<tr>
<td>PGPA</td>
<td>Public Governance, Performance &amp; Accountability Act 2013</td>
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<td>PVC(E)</td>
<td>Pro Vice-Chancellor (Education)</td>
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<td>Pro Vice-Chancellor (Innovation)</td>
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<td>Senior Management Group</td>
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<td>Tertiary Education Quality and Standards Agency</td>
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<td>Tjabal</td>
<td>Tjabal Indigenous Higher Education Centre</td>
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<td>Teaching and Learning Development Committee</td>
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<td>Technology Transfer Office</td>
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<td>University Admissions Centre (for NSW and ACT)</td>
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<td>Vice-President (Advancement)</td>
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<td>VP(E&amp;CA)</td>
<td>Vice-President (Engagement &amp; Corporate Affairs)</td>
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</table>
1 in 7 Australians will experience macular degeneration.

Costs the Australian economy $5 billion annually.*

Age-Related Macular Degeneration (AMD) is the number one cause of blindness in the western world.

~200 million people globally.*

No treatments for dry AMD.

Light damage and inflammation are major contributors to AMD.

$12 million donation completely funds the Clear Vision Research Initiative.
Help us make this image CLEAR.
The Council of the University makes the following statute.

Dated 7 December 2018

Professor the Hon Gareth Evans AC QC FASSA FAIIA
Chancellor
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Part 1—Preliminary

1 Name

This is the Australian National University (ANU Foundation) Statute 2018.

2 Commencement

This instrument commences on 1 January 2019.

3 Authority

This instrument is made under the ANU Act, section 50 (Statutes).

4 Definitions

In this instrument:

ANU Act means the Australian National University Act 1991.

appointed member means a Council-appointed member, the student member or any Indigenous member.

assets includes money and any other kind of property.

Board means the ANU Foundation Board.

Chair means the Chair of the ANU Foundation Board.

Council-appointed member: see section 12(2) (Board membership) and, to remove any doubt, includes the Chair and Deputy Chair.

Deputy Chair means the Deputy Chair of the ANU Foundation Board.

entity includes an incorporated or unincorporated body and a person (including a person occupying a position).

Foundation means the ANU Foundation.

function includes authority, duty and power.

gift made to the University: see section 5.

Indigenous member: see section 12(6) (Board membership).

member means a member of the ANU Foundation Board and, to remove any doubt, includes the Chair, the Deputy Chair and any other appointed member.

position includes office.

postgraduate student association means the Australian National University Postgraduate and Research Students’ Association Incorporated, an association incorporated under the Associations Incorporation Act 1991 (ACT).

proper use means use that is efficient, effective, economical and ethical.

statute means a statute made under the ANU Act.
**student association** means the postgraduate student association or the undergraduate student association.

**student member**: see section 12(4) (Board membership).

**undergraduate student association** means the Australian National University Students’ Association Incorporated, an association incorporated under the *Associations Incorporation Act 1991* (ACT).

**University legislation** includes any statute, rule or order of the University.

## 5 Gifts made to the University

(1) For this instrument, a reference to a *gift made to the University* includes a reference to a gift made for the purposes of the University or to or for the purposes of a University entity or position.

(2) In this section:

**University entity or position** means an entity or position in or for the University, and includes, for example, an entity or position established within the University:

(a) under the ANU Act or University legislation; or

(b) by the Council or Vice-Chancellor.
Part 2—The ANU Foundation

6 Establishment and purpose of ANU Foundation

The ANU Foundation is established within the University to provide a governance framework for gifts made to the University to ensure that:

(a) the University maintains the highest standards in relation to its fundraising activities; and

(b) gifts made to the University are properly used and appropriately accounted for.

[Note: See the definition of proper use in section 4.]

7 Gifts to be accounted for through ANU Foundation

(1) All gifts made to the University after the commencement of this instrument must be accounted for through the ANU Foundation.

(2) All gifts made to the University before the commencement of this instrument, or the proceeds of such a gift remaining immediately before that commencement, must be accounted for through the ANU Foundation.

8 Gift determinations

(1) The Vice-Chancellor may make a determination (a gift determination) for the purposes of this section.

(2) A gift determination must do all of the following:

(a) establish a fund (the gift fund) within the ANU Foundation;

(b) allow or require specified gifts made to the University, or the proceeds or remaining proceeds of specified gifts made to the University, to be attributed (in whole or part) to the gift fund;

(c) provide for the crediting to the gift fund of assets (or specified assets) relating to those gifts;

(d) specify the purposes for which assets credited to the gift fund are allowed or required to be debited or otherwise used;

(e) specify the entity, or the occupant of the position, in or of the University responsible for the gift fund (the responsible authority);

(f) specify the procedures required to be followed, by the responsible authority and others, in relation to the debiting or other use of assets credited to the gift fund.

(3) The gift determination may also prescribe other matters necessary or convenient to be prescribed in relation to the gift fund for the purpose of carrying out or giving effect to this instrument.

(4) The Vice-Chancellor may make a determination that repeals or amends a determination made under subsection (1).

(5) The Vice-Chancellor may establish bodies within the University for the purposes of the ANU Foundation, including, for example, a body that is to be the responsible authority for a gift fund.

(6) This section is additional to, and does not limit, any function that the Vice-Chancellor has apart from this section.
Part 3—ANU Foundation Board

Division 3.1—ANU Foundation Board and its functions and powers

9 Establishment of ANU Foundation Board

The ANU Foundation Board is established within the University.

10 ANU Foundation Board functions and powers

(1) The ANU Foundation Board has the following functions:
   (a) maintaining an effective oversight of, and advising the Council and the Vice-Chancellor on, the following matters (fund governance and fundraising-related matters):
      (i) the ANU Foundation and the gift funds established within it, including the governance, management and performance of the ANU Foundation;
      (ii) the assets of those funds, including their application, investment and proper use;
      (iii) accounting for, and reporting on, the application, investment and proper use of the assets of those funds;
      (iv) accountability to donors for gifts made to the University, including consultation with, and reporting to, donors about the application, investment and proper use of their gifts;
      (v) the oversight and management of risks associated with the ANU Foundation and the University’s fundraising activities;
      (vi) the strategic direction, coordination, management and performance of the University’s fundraising activities;
   (b) keeping the University’s policies and procedures relating to fund governance and fundraising-related matters under review, and advising the Council and the Vice-Chancellor on any changes that should be made to them from time to time;
   (c) assisting the Council and the Vice-Chancellor to ensure that the University maintains the highest standards in relation to fund governance and fundraising-related matters;
   (d) participating in the University’s fundraising activities in accordance with the University’s policies relating to fund governance and fundraising-related matters;
   (e) reporting to the Council and the Vice-Chancellor on the exercise of its functions, including at the times, and in the way, required by the Council or Vice-Chancellor;
   (f) undertaking any other functions given to it by this instrument or that the Council or the Vice-Chancellor from time to time directs.

(2) In exercising its functions, the Board may operate with the assistance of specialist or special-purpose committees.

(3) For the purpose of exercising its functions, the Board may consult with committees and members of the Council, committees and working groups of the Board, other University committees, officers or staff of the University, or other University entities or their members.

(4) The Chair of the Board must provide the Council or Vice-Chancellor with the reports relating to the operations of the Board that the Council or Vice-Chancellor requires.
11 Committees and working groups

The ANU Foundation Board may establish committees and working groups to assist it to exercise its functions.

Division 3.2—Board composition

12 Board membership

(1) The ANU Foundation Board consists of the following members:
   (a) at least 5 members appointed by the Council;
   (b) the Chancellor;
   (c) the Pro-Chancellor;
   (d) the Vice-Chancellor;
   (e) the Provost;
   (f) 2 other persons occupying executive positions in the University nominated under subsection (3);
   (g) an undergraduate student or postgraduate student appointed, in writing, by the Vice-Chancellor, after consulting with the President of the relevant student association;
   (h) any member appointed under subsection (5).

(2) Each of the members mentioned in subsection (1)(a) is a **Council-appointed member**.

(3) For subsection (1)(f), the Vice-Chancellor must, in writing, nominate 2 executive positions in the University.

(4) The member mentioned in subsection (1)(g) is the **student member**.

(5) If there is no Indigenous person holding a position on the Board, the Vice Chancellor may, in writing, appoint a member of staff who is an Indigenous person as a member of the Board, after consulting with the Tjabal Indigenous Higher Education Centre.

(6) If a member is appointed under subsection (5), the member is the **Indigenous member**.

13 Chair and Deputy Chair

(1) The ANU Foundation Board is to have a Chair and a Deputy Chair.

(2) The Council must appoint a Council-appointed member as the Chair and another Council-appointed member as the Deputy Chair.

(3) The Chair or Deputy Chair automatically ceases to be Chair or Deputy Chair if the Chair or Deputy Chair ceases to be a Council-appointed member.

(4) The Chair may, where necessary, take executive action on behalf of the Board between meetings and must report to the Board as soon as practicable on any executive action taken.

Division 3.3—Board members

14 Eligibility for appointment as Council-appointed member

A person must not be appointed as a Council-appointed member if the person:
(a) is disqualified from managing corporations under the *Corporations Act 2001*, Part 2D.6; or
(b) is a member of staff, or a student, of the University.

15 **Terms of appointment of appointed members**

(1) A Council-appointed member is appointed as a Council-appointed member for the period (no longer than 4 years) decided by the Council.

(2) A Council-appointed member may be reappointed as a Council-appointed member for a period. However, a person must not hold office as a Council-appointed member (in any position or combination of positions) for longer than 8 consecutive years, unless the Council considers it appropriate for the person to hold office as a Council-appointed member for longer than that period.

(3) The Chair is appointed as the Chair, and the Deputy Chair is appointed as the Deputy Chair, for the period (no longer than 4 years) decided by the Council, but may be reappointed.

(4) The student member is appointed for the period (no longer than 1 year) decided by the Vice-Chancellor, but may be reappointed.

(5) Any Indigenous member is appointed for the period (no longer than 4 years) decided by the Vice-Chancellor, but may be reappointed.

16 **Remuneration and allowances of members**

(1) A member of the ANU Foundation Board is not entitled to be paid remuneration or allowances as a member.

(2) To remove any doubt, this section does not prevent the reimbursement of a member for expenses reasonably incurred by the member in performing the duties of a member.

(3) This section does not apply to:
   (a) allowances decided by the Council to reimburse a member on account of expenses incurred (or that the Council considers may reasonably be expected to be incurred) by a member in performing the duties of a member; or
   (b) the payment of amounts, or reimbursement of amounts paid, for directors and officers liability insurance; or
   (c) the payment of amounts under any deed of indemnity provided by the University to a member; or
   (d) the Chancellor, Pro-Chancellor or Vice-Chancellor.

Examples for subsection (3)(a)

1 travelling allowances
2 training and development allowances

17 **Application of PGPA Act and Rule**

(1) In this section:

*PGPA Act* means the *Public Governance, Performance and Accountability Act 2013*.

*PGPA Rule* means the *Public Governance, Performance and Accountability Rule 2014*. 
relevant provisions means the following provisions:
(a) for the PGPA Act—Part 2-2, Division 3, Subdivision A (General duties of members);
(b) for the PGPA Rule—Part 2-2, Division 2, Subdivision D (Other requirements to disclose material personal interests).

(2) This section applies to a member of the ANU Foundation Board if, but only if, the relevant provisions do not apply, by force of the PGPA Act and PGPA Rule, to the member as an official of a Commonwealth entity.

(3) The relevant provisions of the PGPA Act and the PGPA Rule apply, by force of this subsection, to the member as if the member were an official of a Commonwealth entity.

(4) Without limiting subsection (3), the provisions apply to the member as if:
(a) the University were the Commonwealth entity; and
(b) the affairs of the ANU Foundation and ANU Foundation Board were part of the affairs of the University; and
(c) all members of the Board were officials of the University who were appointed under this instrument as members of the Board; and
(d) each meeting of the Board were a meeting of the appointed members of the Board.

18 Termination of appointment of appointed members by Council

The Council must terminate the appointment of an appointed member of the ANU Foundation Board if:
(a) the member is absent, except on leave of absence given by the Board, from 3 consecutive meetings of the Board; or
(b) the member is disqualified from managing corporations under the Corporations Act 2001, Part 2D.6; or
(c) the member, in the Council’s opinion formed by resolution passed at a meeting of the Council:
   (i) has breached the member’s duties under the Public Governance, Performance and Accountability Act 2013, Part 2-2, Division 3, Subdivision A as a member (including those provisions as applied by this instrument); or
   (ii) is incapable (otherwise than on a temporary basis) of performing the duties of a member; or
(d) if the member is a Council-appointed member—the member becomes a member of staff, or a student, of the University; or
(e) if the member is the student member—the member ceases to be a student of the University; or
(f) if the member is the Indigenous member—the member ceases to be a member of staff of the University.

19 Resignation of appointed members

(1) The Chair or Deputy Chair may resign as Chair or Deputy Chair by written notice to the Council given to the Chancellor.

(2) A Council-appointed member may resign as Council-appointed member by written notice to the Council given to the Chancellor.
(3) To remove any doubt, the Chair or Deputy Chair may resign as Chair or Deputy Chair and remain a Council-appointed member or may resign both as Chair or Deputy Chair and as a Council-appointed member.

(4) The student member may resign by written notice given to the Vice-Chancellor.

(5) Any Indigenous member may resign by written notice given to the Vice-Chancellor.

**Division 3.4—Board procedures**

**20  Holding Board meetings**

(1) The ANU Foundation Board is to meet at the times and places that it decides.

(2) However, the Board must meet at least 3 times a year.

(3) Also, the Chair may at any time call a Board meeting and must call a Board meeting if asked by at least a quarter of the persons for the time being holding office as members.

(4) The Chair must, when calling a meeting, give the other members reasonable notice of the time and place of the meeting.

**21  Presiding at Board meetings**

(1) The Chair presides at all ANU Foundation Board meetings at which the Chair is present.

(2) If the Chair is absent, the Deputy Chair presides.

(3) If the Chair and Deputy Chair are both absent, the member chosen by the members present presides.

**22  Quorum at Board meetings**

Business may be carried out at an ANU Foundation Board meeting only if a majority of the persons for the time being holding office as members are present.

[Note: The Board may permit members to participate in meetings by telephone, close-circuit television or any other means of communication. A member who participates in a meeting under a permission is taken to be present at the meeting (see Acts Interpretation Act, s 33B).]

**23  Voting at Board meetings**

(1) A question arising at an ANU Foundation Board meeting is to be decided by a majority of the members present and voting.

(2) The member presiding and the other members present each have a single vote on each question to be decided.

**24  Board decisions without meetings**

(1) A decision of the ANU Foundation Board is a valid decision, even though it is not made at a Board meeting, if:

(a) the decision is of a kind that the Board has previously decided could be made without a meeting; and

(b) all members were given notice, or reasonable efforts were made to give all members notice, of the proposed decision; and
(c) the notice was given, or reasonable efforts were made to give the notice, in accordance with procedures previously decided by the Board; and

(d) a majority of the persons for the time being holding office as members indicated their agreement with the proposed decision; and

(e) the agreement was indicated in accordance with a method previously decided by the Board.

(2) For subsection (1), a member must not indicate the member’s agreement with a proposed decision if the member would be required not to be present or vote on the question if the question were to be considered at a Board meeting.

[Note: Under the Public Governance, Performance and Accountability Rule 2014 (see section 16B(2)), if a member has a material personal interest that relates to the affairs of the University (including the ANU Foundation or ANU Foundation Board), the member must not be present at a Board meeting if a matter in which member has the interest is being considered at the meeting and must not vote on the matter.]

25 Board proceedings generally

Subject to this instrument, the Board may conduct its proceedings (including its meetings) as it otherwise considers appropriate.

[Note: The Public Governance, Performance and Accountability Act 2013 (see section 29) and the Public Governance, Performance and Accountability Rule 2014 (see Part 2-2, Division 2) contain provisions requiring members to disclose details of material personal interests and dealing with the consequences of a disclosure, including not participating in Board meetings or voting on a matter in which the member has an interest.]
Part 4—Miscellaneous

26 Power to make rules and orders

The Vice-Chancellor may by, legislative instrument, make rules and orders for the purposes of this statute:

(a) regulating, or providing for the regulation of, any of the following matters with respect to which statutes may be made:

(i) any matter required or permitted by this instrument or another statute to be prescribed by rule or order;

(ii) any other matter specified in the ANU Act, including section 50(2) (Statutes);

(iii) any other matter specified in this instrument or another statute; or

(b) for carrying out or giving effect to the statutes.

27 Repeals

(1) The Australian National University Endowment for Excellence Statute 2012 is repealed.

(2) The Australian National University Endowment for Excellence Rules 2012 are repealed.

28 Transitional: existing entities etc.

(1) To remove any doubt, on the commencement of this instrument the following entities and positions established under the The Australian National University Endowment for Excellence Statute 2012 are dissolved:

(a) The Australian National University Endowment for Excellence and its Board of Governors;

(b) the Endowment Fund;

(c) each Foundation and the Directors of the Foundation.

(2) To remove any doubt, the assets of or in an entity mentioned in subsection (1) immediately before the commencement of this instrument are to be dealt with under this instrument.

29 Transitional: rules and orders

(1) Rules and orders made under section 26 (Power to make rules and orders) may prescribe matters of a transitional nature (including prescribing any savings or application provisions) relating to:

(a) the repeals made by this instrument; or

(b) the making of this instrument.

(2) This instrument (other than this Part) does not limit the matters that may be prescribed by rules or orders made for the purposes of subsection (1).

(3) Rules and orders made for the purposes of subsection (1) have effect despite anything in this instrument (other than this Part).
30  Transitional provisions additional etc.

This Part is additional to, and does not limit, the Acts Interpretation Act, section 7 (Effect of repeal or amendment of Act).
### ANU FOUNDATION STATUTE – CONSULTATION RECORD

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<tr>
<td>David Olsson</td>
<td>Deputy Chair</td>
<td>ANU Foundation Board</td>
<td>When we discussed the role of the Foundation Board going forward it was my understanding that the Board’s primary role was one of governance and oversight and that a new Campaign Committee (being a sub-committee of the Board) would be formed to take on the “marketing” role. The draft sets out the governance and oversight role clearly in s10 but it’s not clear to me where we get authority to establish the Campaign Committee. Section 10(1)(d) talks of the Board “participating in the University’s fundraising activities” but this seems to be an ancillary role only. The only other head of power would therefore be s10(1)(f) being functions given to the Board by the Council or the VC. Is that what is intended? If the Board is to have a campaign function (albeit delegated to a Campaign Committee) I think this should be more clearly stated. Eg a Campaign Committee will be constituted to work with Advancement team to develop relationships with current and prospective donors and corporates, tap networks, help plan campaigns etc. Nowhere in the draft does the word “risk” appear. While S10(1)(v) refers to our role in maintaining oversight of “management and performance” of the university’s fundraising activities I would have expected that there would be a specific reference to identification and management of risks associated with fundraising activities. Is there a particular reason why this is not the case?</td>
<td>N</td>
<td>Per Part 3.3.1, the ANU Foundation is able to establish committees from time to time as required. There will be no specific provisions for the Campaign Steering Committee or Campaign Council in the legislation, except as Committees established by the Board in this way. I take your point that if this function is progressed by a Committee of the Board, it should perhaps be a delegated function, and therefore clearly articulated as a function of the Board. However, I think it would be confusing the remit of the ANU Foundation Board to have fundraising specifically expressed as one of its functions (as, for the most part, it’s not). My feeling is that the fundraising remit of the Campaign Council is justified as falling under ANU Foundation Board jurisdiction as a “fundraising related matter”.</td>
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The absence of risk is an oversight. This will be clarified in subsequent drafts. | Y     | The absence of risk is an oversight. This will be clarified in subsequent drafts. |
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<td>Section 7 provides that the Foundation is responsible for “all gifts” made to ANU. I assume that what constitutes a gift (no matter how small or from whatever source) has been fully considered and that the new framework covers everything.</td>
<td>n/a</td>
<td>What constitutes a gift has been carefully considered. It has been deliberately kept at its broadest definition in the legislation to encompass gifts in whatever form, and to bring them within the remit of the Board.</td>
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<td>Section 25 contemplates that the Board may conduct its proceedings as it considers appropriate. Is this the section under which we intend to adopt policies and rules for statements of governance duties, conflicts of interest, disclosures, maintenance of a risk register, a board skills matrix, etc.?</td>
<td>N</td>
<td>As recommended by the Chair, these kind of rules statements will form part of the ANU Foundation Board Charter, to be developed in Q1-2 2019. The aim of the Statute is to create the a broad, flexible, but clearly articulated framework for the ANU Foundation and its Board. Everything below that level will be clarified either in ANU policy and procedure, or in the ANU Foundation Board Charter.</td>
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<tr>
<td>Robyn Watts</td>
<td>Chair</td>
<td>ANU Foundation Board</td>
<td>Risk management needs to be one of the key roles of ANU Foundation.</td>
<td>Y</td>
<td>As above, this will be clearly stated in future drafts of the Statute.</td>
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<td>I feel that the definition of ‘gift’ is not robust enough. I am assuming that gift refers to any and all donations – staff giving, regular giving, major gifts, bequests, ad hoc donations, etc.</td>
<td>N</td>
<td>Per the above comment, the definition of gift here has been kept deliberately broad to encompass all gifts to the University, in whatever form. More detailed definitions of different types of gift (particularly the distinctions between gifts of cash, property, shares, cultural gifts and gifts in kind) will be explicitly laid out in University policy and procedure beneath the Statute: the Gifts and fundraising policy; and the Gift acceptance procedure.</td>
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<td>Part 3 3.1 10 – I feel we need to somewhere refer in here to ANU Advancement and the role and function of Advancement?</td>
<td>N</td>
<td>ANU legislation tends not to refer to specific organisational units, as it’s meant to operate at a level above the day-to-day workings of the uni. Clarification of the role of ANU Advancement, particularly as relating to its authorities and responsibilities around gift acceptance, will be clarified in University policy and procedure.</td>
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<td>Zyl Hovenga-Wauchope</td>
<td>President</td>
<td>PARSA</td>
<td>Aren’t policies relating to fund governance intended to be made by the Foundation? If so, why does the Foundation participate in fundraising according to University policy? Perhaps this is merely the reality of the governance framework within which this delegated authority works.</td>
<td>n/a</td>
<td>Fund governance and fundraising policies are made by the University. P&amp;P are drafted by ANU Advancement, consulted upon widely with relevant or affected stakeholders, and approved by either ANU Senior Management Group or the General Managers and Service Division Directors group as appropriate. The ANU Foundation Board is a key stakeholder in the review and consultation process, and in the endorsement of all fund governance and fundraising related policies and procedures.</td>
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<td>Part 3 3.2 12 (1) (a) – This is a provision for a minimum number. Should there be a maximum number? Has there previously been a maximum number?</td>
<td>N</td>
<td>Not that I’m aware of. My feeling is that it is better to leave this at the discretion of the Chair. Perhaps to be included as a suggestion in the Charter?</td>
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<td>Is every member listed here regarded as ‘holding office as a member’? This is important in 3.4 20 for the definition of ‘required number’ – I think this should refer back to 3.2 12 (1) to say all of these are eligible to be required members.</td>
<td>N</td>
<td>This includes every volunteer member, including the Chair and Deputy Chair. Ex officio members, student appointees and the Indigenous member (if there is one) are not counted as Council appointed members.</td>
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<td>Part 3 3.2 19 Resignation – I think there should be notice of six months given for members intending to resign and also there should be six months’ notice provided prior to the end of a term as to whether a member is going to be re-appointed or not.</td>
<td>N</td>
<td>Again, I would suggest we include this in the Board Charter rather than in the legislation. Six months seems fair enough for the Council appointed members, but not reasonable (or relevant) to, say, the student appointee, whose term is both obligatory and only 1 year. Also, if it’s at the level of the Charter, we are free to update it as required, if the six-month provision turns out to be too long, too short, or otherwise unfeasible.</td>
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<td>12 – May be worthwhile to have the option of appointing skilled persons external to the university to access their knowledge and network. Boards which only have people from within the organization can be quite internally facing and not appreciate the big picture.</td>
<td>n/a</td>
<td>That's exactly right. The make-up of the Board is intentionally 50/50, with six ex officio roles and five or more external roles (appointed by Council), plus the student representative. External Board members are selected for a range of skills and experience, including but not limited to strategy development and execution, financial or legal governance, relationship management and access to influential networks.</td>
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<td>12.1 (g) – I think that, like most Boards and committees around the ANU, this would be better if there were both an undergraduate and postgraduate member. These are very distinct cohorts and provide knowledge of and access to very distinct philanthropic opportunities. Cf the postgraduate alumni demographic and the undergraduate alumni demographic. If not this, it might be worthwhile mentioning that membership of the Foundation Board by the student member either does or is intended to alternate between undergraduate and postgraduate.</td>
<td>N</td>
<td>This is a good suggestion and has been noted. However, given the size of the Board and the very specific skill sets required to deliver on its central remit, it is recommended that there remain only one student representative. The annually alternating membership between ANUSA and PARSA will be detailed in the ANU Foundation Board Charter, which will be drafted in the first half of 2019. ANU Advancement will continue to engage and consult with both ANUSA and PARSA, irrespective of which body is at that time represented on the Board.</td>
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<td>15.1 – Not sure this is enforceable – as above, if Council want longer than 4 years they can probably decide that themselves. Maybe (typically no longer than 4 yours)?</td>
<td>n/a</td>
<td>Noted. This section establishes a standard term of appointment of 4 years for Council appointed Board members. It also gives Council the scope to extend or reduce the term (if required) or to reappoint (if desired).</td>
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<td>18 – Awkward situation – I would still think that the Council would be able to decide. I suppose this reflects the major difficulty of this fundamentally being a delegated Board (a board with full powers, answerable to what is basically a board).</td>
<td>n/a</td>
<td>Noted. This section provides the framework on which Council bases its decision, should the termination of a Board member be required.</td>
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<td>Name</td>
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<td><strong>Style-related comments at items:</strong></td>
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n/a  Feedback referred to legislative drafter.
CAROLINE LANE WALK BRIEF

The Canberra RAO (Recognised Aboriginal Organisations) representatives (who make up the ANU Indigenous Custodian Reference Group), have agreed upon and gift the name ‘Caroline Lane Walk’ to the ANU’s new Kambri Precinct. The name was decided upon during meetings held on the 10th July 2018 and 4th October 2018, organised by Dave Johnston and attended by Wally Bell, Carl Brown, Matilda House.

Signage and Design Recommendations

1. Ensure appropriate signage is installed in walkway to tell the story of Caroline Lane.
2. Ensure Aboriginal design is included in both interpretive signage and walkway design to ensure an appropriate cultural setting for telling this story.
3. Interpretive signage content is to be produced in further consultation with the ANU Indigenous Reference Group.

Background to Caroline Lane

‘Queen’ Caroline Lane was born in Gunning in 1838. Her mother was woman Bridget Collins, and her father non-Indigenous man John Chisholm. Caroline married ‘Prince’ Albert Lane, son of ‘King’ Andy Lane, in Boorowa around 1855. Their eldest son Henry Lane was born in 1856. Eight other children followed.

Caroline and Albert had a close connection to the Hume families in both the Gunning and Boorowa districts. They camped with their extended family at Hamilton Hume’s brother Francis Hume’s Castlesteads in Boorowa, and worked for the family across various properties. After Albert’s death around 1880, Caroline moved to Wilcannia to join Francis’ daughter there until the mid-1880s. After this date she returned to Pudman Creek near Boorowa and maintained her Gunning connections.

Caroline was a very well regarded figure by both Aboriginal and non-Indigenous people in her lifetime. She was witness to many baptisms and weddings in the Boorowa and Yass regions. These include the 1891 baptism of Harold Williams (son of ‘Black Harry’ Williams). Caroline passed away in 1908 from a heart complaint, at the age of 70. The Hume family likely paid for her funeral, which was ‘quite grand’. She is buried at Rye Park cemetery.

Caroline’s children married into the Bell and Carroll families, amongst others. She is highly regarded and related to many of the contemporary Ngunawal and Ngambri families who are the traditional custodians of the land where Kambri is located.

Figure 1. Caroline Lane. Portrait by R Casper, Goulburn Photographic Studio, circa 1890. Image in Jackson-Nakano (2002:21).

STUDENT HUB NAMING PROPOSAL

Memo

SUBJECT
Student Hub Naming Proposal

DATE
30th October 2018

TO
Naming Committee

FROM
Eleanor Kay, ANUSA President
On behalf of Student Hub Naming Committee

Background:
The Student Hub Naming Committee consists of representatives of each of the ANU Student Associations, including the ANU Students’ Association (ANUSA), Postgraduate and Research Students’ Association (PARSA), Woroni, ANU Observer, ANU Union, and ANU Sport. This committee was created for the purpose of determining a name for the Student Hub building in Kambri, to ensure student input and consultation.

On 8th October 2018 the committee met. The committee determined the following recommendation for Naming Committee.

Recommendation 1: Diana Riddell Student Hub

Diana Riddell was the ANUSA Administrative Secretary from 1965-1990. Riddell nurtured generations of students, becoming something of an institution. Di Riddell and the ANUSA Office became the organisational hub for the wide range of causes advocated for by ANUSA throughout her years at the Association.

Riddell was instrumental in establishing some of the welfare and advisory services of ANUSA. In the 1960’s and 70’s, together with the community nurse Patricia Sorby, Di Riddell set up welfare and advisory services through the Student Association and the University Health Centre, securing low cost student accommodation in university owned off-campus housing stock, and arranging a student welfare loan fund. It was also her love of theatre and the arts that was an important factor in building support for the fledgling ANU Arts Centre (where she worked following her retirement from ANUSA in 1990).

Riddell is remembered for her tireless work to support of the wide range of activists at ANU during her time. Whether it be keeping a pot of stew on the go for hungry activists who were involved with the Aboriginal Embassy at Parliament House in the 1970’s, or putting aside bail money when a student demonstration was pending so that she could negotiate bail for student advocates who were arrested, Di Riddell was clearly an incredibly important figure in the lives of students throughout her time working at ANUSA. Stephen Padgham and Greg Dickins who were students from 1968 – 1972, said about her: “Di was an absolute legend, the way she nurtured so many, it seems to me, so many generations of students” Colin Plowman, who was the Academic Registrar of the University, lauded Diana Riddell as ‘mother to you all… and you owe her a great deal.”

In recognition of her incredible support of generations of students, and her commitment to community action, the Student Hub Naming Committee endorse Diana Riddell’s name to the Naming Committee as our first preference.

1 Biography details and quotes taken from “A Social History of the Australian National University’s Union Court on University Avenue”, Sandy Blair and Kirsty Altenburg, March 2017
2 (Riddell interview, 6 March 2017).
4 (Padgham and Dickins, interview 26/2/2017).
Recommendation 2: Liz O’Brien Student Hub

Elizabeth O’Brien was a student activist at ANU who was at the forefront of the women’s movement at ANU. Liz was elected as the first female President of the ANU Students’ Association (ANUSA) in December 1975. Liz was one of the leading activists in the establishment of the Women’s Department of the Australian Union of Students (AUS), which she describes as “a very significant move for women’s politics”. She was also instrumental in ensuring the Women’s Department considered both feminism and racism, and was key in the establishment of the AUS-funded Black Resource Centre. Liz O’Brien was also influential in the campaign for and the establishment of Women’s Studies at the ANU.

Liz O’Brien outlined the political lesson that she learnt from the women’s movement: collective operation is crucial, everything matters and everyone is important, feminists need to be involved in leadership structures and the feminist agenda needs to be part of the agenda of all social movements. ‘In student politics we had to be sure that we were there…. giving speeches in Palestinian debates, anti Apartheid… anti nuclear war stuff. Feminists moved into these movements’.

In recognition of her activism and commitment to a range of intersectional feminist causes, the Student Hub Naming Committee considered Liz O’Brien as our second preference of name.

Regarding the descriptor “Student Hub”

The Student Hub Naming Committee felt it was important that the descriptive part of the building name included the word “Student”, to reinforce that this building exists to support the student experience.

We discussed descriptors and determined that “Hub” is the most appropriate, as it evokes ideas of action, and encapsulates the idea of community and connection that is central to this building and the Kambri Precinct.

However, we also noted that the Masterplan project also uses the concepts of “Hubs”. If the Naming Committee deems that the word Hub thus cannot be used to name a building in Kambri, we are willing to consider the word “Centre” – noting that this does not evoke the same concepts of action and community, and could be confusing given the history of “Student Central”.

Conclusion:

The Student Hub Naming Committee endorses the name Diana Riddell Student Hub to the Naming Committee.

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6 Biography details and quotes taken from “A Social History of the Australian National University’s Union Court on University Avenue”, Sandy Blair and Kirsty Altenburg, March 2017
8 (Interview with Elizabeth O’Brien 2000)
University House Charter
(v20.11.2018)

Introduction

1. University House is an organisational unit within the Australian National University (the University). It may incorporate other organisational units as determined by the Vice-Chancellor (and references to the Vice Chancellor include his/her delegate).

2. University House operates under the legislative framework, and in compliance with the policies, practices and procedures, of the University. Its commercial operations must also comply with all relevant national and territory legislation and regulations, and aspire to best practice.

3. This Charter sets out the purpose of University House and its governance; the roles and responsibilities of its Master and Board of Fellows; the categories of Fellowship and the processes for appointment of Fellows and of members of the Board of Fellows; and the categories of, and criteria for, membership.

4. University House acknowledges the Traditional Owners and Elders, past and present, of the land on which University House stands.

Purpose

5. The purpose of University House is to support the University’s vision, values and strategic priorities, through providing a distinctive, inclusive and respectful collegial environment which:
   i. respects the unique heritage and character of University House, and its special role in the life of the University since its foundation;
   ii. offers accommodation, events, and hospitality facilities and services, of a style and standard befitting the University;
   iii. welcomes staff and students of the University and their guests, visitors to the University, and members of the wider community, to those facilities and services;
   iv. is both a residence and centre for postgraduate students of the University, and;
   v. enhances the University’s reputation through the conduct of all its activities.
Governance

Master

6. The Master of University House is appointed by the Vice-Chancellor, in consultation with the Board of Fellows.

7. The Master is responsible to the Vice-Chancellor for the leadership, management and conduct of University House, and for the wellbeing of its residents, in terms consistent with the policies, practices, procedures and expectations of the University.

8. The Master is responsible to the Vice-Chancellor for the financial performance and prudent financial management of University House.

9. The Master may, subject to the Fees Rules and with the approval of the Vice-Chancellor, determine tariffs, fees and charges for postgraduate residents at University House.

10. The Master may determine tariffs, fees and charges for membership of University House; for the use of its accommodation, events and hospitality facilities and services; and for the provision of any other services.

Board of Fellows

11. The Board of Fellows advises the Master and the Vice-Chancellor on any matter relating to the purpose of University House, and its conduct, management and performance in pursuit of that purpose.

12. The Board of Fellows comprises:

   i. the Master;
   ii. four (4) Fellows appointed by the Vice-Chancellor from amongst the staff of the University to represent the diversity of academic areas in the University, a majority of whom must be academic staff;
   iii. a representative of the Postgraduate and Research Students Association Inc, nominated by that Association;
   iv. a resident student representative of the Residents Advisory Committee, nominated by that Committee;
   v. up to two (2) members of the general community (not being members of the staff or students of the University) appointed by the Vice-Chancellor;
   vi. two (2) Fellows elected by and from the Ordinary Members.

13. In selecting the Fellows, the Vice-Chancellor shall have regard to a balance of skills relevant to University governance and to the purposes of University House, to gender balance, and to representation across career stages.
14. The election of members of the Board of Fellows under ¶ 12(vi) is specified in the Election Procedures (annexed). The Election Procedures may be varied by resolution of the Board of Fellows.

15. The term of a member of the Board of Fellows appointed or elected under ¶ 12(ii), 12(v) and 12(vi) is 4 years, and of a member nominated under ¶ 12(iii) or 12(iv) is one (1) year. A member is normally eligible for reappointment, re-election or re-nomination only once.

16. If a member of the Board of Fellows ceases to be eligible, or resigns, the Master may appoint a substitute for the remainder of the original term.

17. Members of the Board of Fellows are not remunerated for their Board role.

18. One member of the Board of Fellows appointed under ¶ 12(ii) may be appointed Deputy Master by the Vice-Chancellor.

Responsibilities of Members of the Board of Fellows

- Members of the Board of Fellows are expected to understand and observe the requirements of the *Australian National University Act 1991* and the *Public Governance, Performance and Accountability Act 2013*; and to be informed of, and conduct themselves in accordance with, the ANU Code of Conduct and the policies and procedures of the University.

20. Members of the Board of Fellows are expected to:
   - act in the best interests of University House;
   - contribute the time needed to study and understand the papers provided;
   - apply relevant analytical skills, objectivity and good judgment;
   - participate as appropriate in committees, groups or activities that may be established by the Board; and
   - engage with University House activities as appropriate.

Meetings of the Board of Fellows

21. The Board of Fellows must meet at least three (3) times each calendar year, on dates determined by the Board.

22. A meeting of the Board of Fellows may be called by the Vice-Chancellor; the Master; the Deputy Master (in the absence of the Master); or a majority of members of the Board.

23. A forward meeting plan, including meeting dates and key agenda items, will be agreed by the Board of Fellows each year.
24. The Board of Fellows must ensure that it has sufficient information on which to base its advice to the Master.

25. A quorum of the Board of Fellows is half the number of members plus one.

**Fellows**

26. A Fellow of University House is:
   i. a member of the Board of Fellows, for the period of appointment or election; or
   ii. an Academic Fellow, Distinguished Fellow or Honorary Fellow, as defined below.

**Academic Fellows**

27. The Board of Fellows may appoint a person to be an Academic Fellow of University House, and may specify categories of Academic Fellowship.

28. The criteria for, and terms of appointment of, Academic Fellows will be those determined by the Board of Fellows, on the recommendation of the Master.

29. The term of appointment of Academic Fellows will normally not exceed three (3) years, and is renewable by the Board of Fellows, on the recommendation of the Master.

**Distinguished Fellows**

30. The Vice-Chancellor may, after considering the advice of the Board of Fellows, appoint a person to be a Distinguished Fellow of University House.

31. A person may not be appointed to be a Distinguished Fellow of University House unless they have a substantial connection with, and have made a distinguished contribution to, University House.

32. There is no limit to the term of appointment of a Distinguished Fellow unless the Board of Fellows determines otherwise.

**Honorary Fellows**

33. The Vice-Chancellor may, after considering the advice of the Board of Fellows, appoint a person to be an Honorary Fellow of University House.

34. A person may not be appointed to be an Honorary Fellow of University House unless they have a substantial connection with University House or with the University, and are eminent in scholarship or public affairs.

35. There is no limit to the term of appointment of an Honorary Fellow unless the Board of Fellows determines otherwise.
36. The Master, after considering the advice of the Board of Fellows, may propose such persons as they think fit as Visiting Honorary Fellows.

37. A Visiting Honorary Fellow may not be appointed for a term that exceeds 6 months in duration.

Membership of University House

38. Membership of University House is open to:

Ordinary Members

i. academic and professional staff of the University;

ii. those holding conferred academic titles or affiliations from the University;

iii. alumni of the University;

iv. graduates of a university, or any other person, who in the opinion of the Master, after considering the advice of the Board of Fellows, is an appropriate person to be admitted as a Member;

Retired Members

i. a person qualified for Ordinary Membership who has retired;

Student Members

i. graduate students of the University or another university, or undergraduate students of the University enrolled in research-intensive programs;

Honorary, Reciprocal or Visiting Members

i. those holding Honorary, Reciprocal or Visiting membership:

ii. an Honorary Member of University House is a person offered such membership by the Master, after considering the advice of the Board of Fellows, in recognition of their association with, or service to, University House;

iii. a Reciprocal Member of University House is a member admitted by the Master as one who is a member of an institution or club with which University House has entered into a reciprocal membership agreement (however described);

i. a Visiting Member of University House is a person offered such membership by the Master for not more than 12 months.

39. A person who is eligible to be a Member under clause 38 may apply in writing to the Master for admission to an appropriate class of membership of University House.

40. Members of University House may be required to pay an annual membership fee, as determined by the Board of Fellows.
41. A Member who has not paid the annual membership fee within 30 days of it being due will be advised in writing by the Master that their membership has lapsed.

42. A Member may resign their membership with immediate effect by notice in writing given to the Master.

43. A person’s membership may be terminated for reasonable cause, by order of the Master. Reasonable cause includes:
   
   i. the failure by a Member to pay any fee or charge more than 30 days after the due date for payment; and
   
   ii. behaviour that the Master regards as being contrary to the interests of University House.
Annexure: Election Procedures

University House Board of Fellows

Application
1. These procedures govern the conduct of elections to elect a Fellow as member of the Board of Fellows of University House.

Appointment of a returning officer
2. The returning officer for an election is to be the Master, or a person appointed by the Master. The returning officer may appoint deputies to assist the returning officer to conduct the election.

Conduct of election by returning officer
3. The returning officer for an election must ensure that the election is conducted fairly and consistent with these Election Procedures, and must take reasonable steps to ensure that persons eligible to become candidates and vote in the election:
   a) are given reasonable notice of the opportunity to become candidates and vote; and
   b) are given reasonable information about how and when they may become candidates and vote; and
   c) have a reasonable opportunity to become candidates and vote in the election.

Decisions of returning officer final
4. A decision of the returning officer for an election about the conduct or result of the election is final and not subject to appeal or review in any way.

Elections conducted electronically
5. The returning officer must conduct the election using an electronic system determined by the Board, and approved by the Vice-Chancellor or their delegate at least 30 working days before the date set for the election.
6. The returning officer must ensure that the ballot is secret and that the identity of each person voting is kept separately from the person’s vote.

Intervals to be allowed by returning officer
7. In the conduct of the election, the returning officer must allow the following intervals:
   a) between the publication of the fact that the election is necessary and the day by which nominations must reach the returning officer, not shorter than 10 and not longer than 20 working days;
   b) between the day by which nominations must reach the returning officer and the commencement of voting, not longer than 20 working days;
c) between the commencement of voting and the day on which voting closes, not shorter than 10 and not longer than 20 working days.

Eligibility to vote

8. All persons who are Ordinary Members of University House on the census day, and who have paid all membership fees due, are eligible to vote in the election.
9. The census day is the day immediately before the day nominations for the election are invited.

Notice of election

10. The returning officer for the election must give a notice about the election to each person eligible to vote in the election. A notice must:
   a) state that the election is necessary; and
   b) invite nominations of persons eligible for election; and
   c) specify the form in which nominations must be made; and
   d) specify the date and time by which nominations must reach the returning officer.

Nominations to be made to returning officer

11. Nominations of candidates in the election must be made to the returning officer.

Nomination requirements

12. A nomination must be signed by 2 persons eligible to vote in the election (other than the candidate) and must contain the signed consent of the candidate to the nomination.

Single nomination

13. If the returning officer receives no more nominations than there are Fellows to be elected, the returning officer must declare each nominee, who is eligible to be elected, to be elected. If after the declaration, there remains a vacancy, the returning office must again call for nominations in the same manner as prescribed for the initial invitation for nominations.

Voting ballot to contain candidate names

14. Every voting ballot must contain the names of the candidates, in the order decided by the returning officer by lot, and indicate any retiring candidate.

Instructions on voting ballot

15. The following instructions must be set out at the head of every voting paper:

INSTRUCTIONS TO VOTER
Indicate your preference, or the order of your preference, on this voting paper by writing the number 1 against the name of the candidate for whom you wish to vote or by writing a series of consecutive numbers, beginning with the number 1, against the names of the candidates for whom you wish to vote, one number being written against the name of each such candidate. You are not required to write a number against the name of every candidate.

Voting must comply with instructions

16. A voter must vote in accordance with the instructions.

Nomination of scrutineers

17. Each candidate is entitled to nominate a scrutineer to represent the candidate at the counting of votes.

Deciding result of election

18. If there is only one Fellow to be elected, the result of the election must be decided by the returning officer applying the method of counting known as *ANU Membership of the Council (Single Candidate Elected)*. The method of counting used in this instance is commonly referred to as ‘optional preferential voting’.

19. If there are two Fellows to be elected, the result of the election must be decided by the returning officer applying the method of counting known as *ANU Membership of the Council (Multiple Candidates Elected)*. The method of counting used in this instance is commonly referred to as ‘proportional representation voting’.

20. If 2 or more candidates have the same number of votes and it becomes necessary to exclude one of them, then whichever of the candidates was lowest on the poll at the last count at which they had an unequal number of votes must be excluded and, if the candidates had an equal number of votes at all previous counts or there was no previous count, the returning officer must decide by lot which candidate must be excluded.

Recount

21. The returning officer may recount the voting ballots received in the election, at a candidate’s request or on the returning officer’s own initiative.

Declaration that election void

22. If, before the poll is declared in the election, the returning officer is satisfied that the election is, or will be, void because of an irregularity in the course or conduct of the election, the returning officer may, in writing, declare that the election is void from:
   i. the commencement of the election: or
ii. a specified point in the proceedings of the election that is after the notification of the fact that the election was necessary but before the irregularity happened.

23. If the returning officer declares the election is void from the commencement of the election, the returning officer must, as soon as practicable after making the declaration, conduct a fresh election in accordance with this instrument.

24. If the returning officer declares the election is void from a point in the proceedings of the election, the returning officer must determine what proceedings in the election are necessary to ensure that the election will be regularly conducted and must conduct those proceedings in accordance with this instrument.
THE AUSTRALIAN NATIONAL UNIVERSITY

Australian National University (University House) Repeal Statute 2018

Council of the University makes the following statute.

Dated 7 December 2018

Professor the Hon Gareth Evans AC QC FASSA FAIIA
Chancellor
1 Name

This is the *Australian National University (University House) Repeal Statute 2018.*

2 Commencement

This instrument commences on the day after it is registered.

3 Authority

This instrument is made under the *Australian National University Act 1991*, section 50 (Statutes).

4 Repeals

(1) The *University House Statute* is repealed.

(2) The *University House Rules 2012* are repealed.
# ANU Council and Council Committee Skills Matrix 2019

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<th>Other qualities</th>
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<tr>
<td></td>
<td>Mr Jeremy Chandler (ARMC)</td>
<td>✓</td>
<td>✓</td>
<td>M ACT 6</td>
</tr>
<tr>
<td></td>
<td>Mr Mark Ridley (ARMC)</td>
<td>✓</td>
<td>✓</td>
<td>M ACT 8</td>
</tr>
<tr>
<td></td>
<td>Ms Janine McMinn (ARMC)</td>
<td>✓</td>
<td>✓</td>
<td>F ACT 6</td>
</tr>
<tr>
<td></td>
<td>Mr Darren Keogh (FC)</td>
<td>✓</td>
<td>✓</td>
<td>M NSW 6</td>
</tr>
<tr>
<td></td>
<td>Ms Merran Kelsall (FC)</td>
<td>✓</td>
<td>✓</td>
<td>F VIC 4</td>
</tr>
<tr>
<td></td>
<td>Mr Tony McGrath (FC)</td>
<td>✓</td>
<td>✓</td>
<td>M NSW 4</td>
</tr>
<tr>
<td></td>
<td>Professor Tim Senden (FC)</td>
<td>✓</td>
<td>✓</td>
<td>M ACT 4</td>
</tr>
<tr>
<td></td>
<td>Professor Tim Senden (Noms)</td>
<td>✓</td>
<td>✓</td>
<td>F NSW 4</td>
</tr>
<tr>
<td></td>
<td>Professor Sue Holliday (CPC)</td>
<td>✓</td>
<td>✓</td>
<td>M ACT 2</td>
</tr>
<tr>
<td></td>
<td>Mr Terry Weber (CPC)</td>
<td>✓</td>
<td>✓</td>
<td>F NSW 6</td>
</tr>
<tr>
<td></td>
<td>Mr Malcolm Snow (CPC)</td>
<td>✓</td>
<td>✓</td>
<td>M ACT 2</td>
</tr>
<tr>
<td></td>
<td>Ms Robin Hughes AO (Noms)</td>
<td>✓</td>
<td>✓</td>
<td>F NSW 8</td>
</tr>
<tr>
<td></td>
<td>Ms Julie Steiner (Noms)</td>
<td>✓</td>
<td>✓</td>
<td>F NSW 6</td>
</tr>
<tr>
<td></td>
<td>Mr David Miles AM (Noms) (TBC)</td>
<td>✓</td>
<td>✓</td>
<td>M VIC 3</td>
</tr>
<tr>
<td></td>
<td>Professor Robyn Lucas (HDC)</td>
<td>✓</td>
<td>✓</td>
<td>F ACT 2</td>
</tr>
<tr>
<td></td>
<td>Professor Peta Spender (HDC)</td>
<td>✓</td>
<td>✓</td>
<td>F ACT 2</td>
</tr>
<tr>
<td></td>
<td>Professor Jacqueline Lo (Chair, AB)</td>
<td>✓</td>
<td>✓</td>
<td>F ACT 4</td>
</tr>
</tbody>
</table>

ARMC: Audit and Risk Management Committee  
FC: Finance Committee  
CPC: Campus Planning Committee  
Noms: Nominations Committee  
HDC: Honorary Degrees Committee  
AB: Academic Board
## 2018 ANU ARMC SELF ASSESSMENT SURVEY

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>AGGREGATED RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. ARMC CHARTER</strong></td>
<td></td>
</tr>
<tr>
<td>The ARMC Charter articulates the Committee's responsibilities and provides the Committee with the necessary authority to fulfil them.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The ARMC Charter facilitates and supports the effective operation of the Committee.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The Committee adequately addressed all of its responsibilities as detailed in its Charter during the past 12 months.</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>2. SKILLS AND EXPERIENCE</strong></td>
<td></td>
</tr>
<tr>
<td>The mix of skills on the Committee allows it to effectively perform its assigned responsibilities.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The Committee has been able to analyse and critically evaluate information presented to it by management.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The Committee has responded appropriately or taken the required action where significant risks and/or control breakdowns have been brought to its attention.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee has access to appropriate internal and/or external resources to assist it to thoroughly examine key issues brought before it.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee has shown an openness to new ideas and different views in its deliberations.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee has been sufficiently probing and challenging in its deliberations.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee works in a collegial and cooperative manner to ensure it fulfils their duties.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>The Committee receives appropriate training/briefings on existing and emerging risks, and developments in the areas of auditing and accounting standards, financial reporting and the environment in which the ANU operates.</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>3. UNDERSTANDING OF THE ANU</strong></td>
<td></td>
</tr>
<tr>
<td>The Committee has sufficient understanding and appreciation of the University's:</td>
<td></td>
</tr>
<tr>
<td>Entity-wide Risk Management Framework</td>
<td>Agree</td>
</tr>
<tr>
<td>Internal controls to mitigate significant risks</td>
<td>Agree</td>
</tr>
<tr>
<td>Financial and statutory reporting requirements</td>
<td>Agree</td>
</tr>
<tr>
<td>Legislative and policy arrangements</td>
<td>Agree</td>
</tr>
<tr>
<td>Fraud control environment</td>
<td>Agree</td>
</tr>
<tr>
<td><strong>4. MEETING ADMINISTRATION CONDUCT</strong></td>
<td></td>
</tr>
<tr>
<td>The Committee meets on a sufficiently regular basis to enable it to properly discharge its duties.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Chair is actively involved in setting key agenda items for Committee consideration and approving the agenda for upcoming meetings.</td>
<td>Agree</td>
</tr>
<tr>
<td>Agenda papers are issued in a timely manner to enable Members to adequately prepare for the meeting.</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Committee members are given the opportunity to be briefed prior to meetings and these briefings are useful.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee agenda and supporting papers are of sufficient clarity and quality to make informed decisions.</td>
<td>Agree</td>
</tr>
<tr>
<td>QUESTIONS</td>
<td>AGGREGATED RESPONSES</td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>The Committee meetings are productive and well run, allowing sufficient</td>
<td>Agree</td>
</tr>
<tr>
<td>time for members to discuss key agenda items.</td>
<td></td>
</tr>
<tr>
<td>Committee minutes achieve the right balance between fulfilling</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>record keeping obligations, disclosure requirements and ensuring</td>
<td></td>
</tr>
<tr>
<td>Committee decisions and outcomes are clear and actionable.</td>
<td></td>
</tr>
<tr>
<td>The Committee has sufficient engagement with key University</td>
<td>Agree</td>
</tr>
<tr>
<td>stakeholders as appropriate.</td>
<td></td>
</tr>
<tr>
<td>The Corporate Governance &amp; Risk Office is responsive and provides</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>adequate service delivery to support the Committee.</td>
<td></td>
</tr>
</tbody>
</table>

**5. VICE-CHANCELLOR / COUNCIL COMMUNICATIONS**

| The Committee has adequate oversight on its key deliberations and     | Agree                |
| recommendations that are being tabled to Council.                     |                      |
| The Committee receives timely feedback on Council’s adoption of its    | Agree                |
| recommendations and other relevant resolutions.                       |                      |

**6. MANAGEMENT INPUT**

Information presented by management (nature, clarity, quality and       |                      |
| timeliness) meets the Committee's expectations in respect of:          |                      |

(a) Risk identification and assessment, including the internal control   | Agree                |
| process to identify and mitigate entity wide risks.                   |                      |
(b) Arrangements established by management to ensure compliance with    | Agree                |
| regulations and internal policies.                                    |                      |
(c) Financial reporting processes and the University's compliance with  | Agree                |
| statutory and regulatory obligations.                                 |                      |
(d) Performance reporting processes, including the framework for        | Agree                |
| developing and reporting key performance indicators.                  |                      |

**7. INTERNAL AUDIT**

| The Committee appropriately reviewed and approved the annual internal | Strongly agree       |
| audit plan.                                                           |                      |
| The Committee appropriately reviewed and approved any significant     | Strongly agree       |
| changes to the annual internal audit plan.                           |                      |
| The Committee appropriately considered the performance of internal    | Agree                |
| audit.                                                               |                      |
| The Committee addressed its responsibilities in respect of its review  | Strongly agree       |
| and consideration of internal audit reports and identified issues.    |                      |
| The Committee reviews the Internal Audit Charter to ensure that        | Agree                |
| appropriate structures, authority, access and reporting arrangements   |                      |
| are in place.                                                        |                      |

**8. EXTERNAL AUDIT**

| The Committee appropriately considered and understood the ANAO audit   | Agree                |
| strategy.                                                            |                      |
| The Committee reviewed external audit reports and management letters    | Strongly agree       |
| and considered management responses to findings and recommendations.   |                      |
| The Committee provided input and feedback on external audit coverage    | Agree                |
| and performance.                                                     |                      |

**9. RISK MANAGEMENT**

| The objectives of risk management are well understood by the Committee.| Agree                |
## Questions

<table>
<thead>
<tr>
<th>QUESTIONS</th>
<th>AGGREGATED RESPONSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Committee has sufficient understanding and appreciation of the University's Entity-wide Risk Management Framework.</td>
<td>Agree</td>
</tr>
<tr>
<td>The Committee is adequately informed about the work in train to align risk management with the University's strategic objectives, through the development of risk appetite statements.</td>
<td>Agree</td>
</tr>
</tbody>
</table>

## 10. EFFECTIVE CONSIDERATIONS

In which of the areas outlined below has the Committee added value to the ANU?

<table>
<thead>
<tr>
<th>Answer</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policies and practices</td>
<td>80%</td>
</tr>
<tr>
<td>Risk Management</td>
<td>100%</td>
</tr>
<tr>
<td>Control environment</td>
<td>80%</td>
</tr>
<tr>
<td>Legislative and policy compliance</td>
<td>40%</td>
</tr>
<tr>
<td>External accountability</td>
<td>60%</td>
</tr>
</tbody>
</table>
### 11. GENERAL

**Strengths of the ARMC are:**
- Well chaired meetings and good quality discussion.
- The range of skills, collegiality, diversity and expertise the members bring.
- Committee members are well prepared, diligent and contribute well.
- Committee does a good job in fulfilling its charter responsibilities (which are not insignificant) and performs a key governance role in appropriately challenging potential issues.
- Well-functioning Committee with good administrative & secretariat support from CGRO.
- Quality and timeliness of papers.

**Weaknesses of the ARMC are:**
- Some dialogue becomes unfocused or trivial, which may limit better discussion due to time limitations.
- ANU is a huge and varied enterprise - understanding where to focus the Committee’s attention given the finite amount of time available needs to be constantly addressed.
- Risk Management is not always the driver in decision making at ANU and ARMC are therefore not fully across this.

**Are there issues that the Committee should focus on in respect of audit and risk management during the coming year?**
- Performance reporting needs more focus and the processes will need to be developed in order for ANU to comply with the requirements under the PGPA. Committee will have a key role in over-sighting these processes.
- More regular risk reporting and discussion of emerging risks.
- Risk management framework and implementation at ANU is still developing and committee will need to play a role in assisting that development.
- ICT recommendations from previous audits are still outstanding and the committee needs to keep a closer eye on how they are managing information risk, particularly the identification and protection of information that could be lucrative to third parties.
- Continuing focus on external threats to ICT Systems security and intellectual property.
- Big strategic issues and outcomes or performance against the strategic plan.

**Are there improvements that can be made to further strengthen the way the Committee functions?**
- Chair of committee should attend an extra Council meeting in addition to the one dealing with financial statements. This would enable communication of key issues on a more timely basis.

**Are there any skillsets that might be needed on the membership in the future?**
- N/A

**Does the ARMC need to reconsider how it interacts with Council? If yes, how?**
- See above.

**Other comments / issues not covered above?**
- The Committee sees little on legislative arrangements beyond compliance with financial reporting and work health and safety compliance.
- Will need to update the charter to be consistent with the latest Guidance from Dept of Finance (RMG 202) if not already done so.
- Continue to monitor the Reimagine Project against targets.
- Continue to focus on efforts to diversify student intake base given the possible risk of decline in students from China.

### 12. OVERALL ASSESSMENT

The ARMC is an effective Committee of Council. | Strongly agree
# AUDIT AND RISK MANAGEMENT COMMITTEE ANNUAL WORK PLAN – 2018-19 (at 21 November 2018)

### Legend:
- Outstanding
- In Progress
- Completed

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>RESPONSIBLE OFFICER</th>
<th>REVIEW PERIOD</th>
<th>MEETING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Reporting</td>
<td>Review and give independent advice and assurance about the appropriateness of the University’s financial reporting, including the framework for developing and reporting key performance indicators and the annual activities and performance as outlined in the University’s annual report to Parliament. Review the University’s progress in implementing recommendations arising from internal and external audits. Through ‘members only’ briefings prior to ARMC meetings, obtain an overall understanding of areas of risk of particular interest to the ARMC and Council. Consider an annual briefing on the overall effectiveness of the University’s conformance with the governance requirements of the Australian National University Act 1991, Public Governance, Performance and Accountability Act 2013, Higher Education Standards Framework (Threshold Standards) 2015: Section 6 Governance and Accountability, and Voluntary Code of Best Practice for the Governance of Australian Universities. Obtain an overall understanding of current arrangements to support and assess the effective management of risk for major programs, business integrity risks, including fraud, and the status of work in progress / completed. Taking into account the activities above, and as appropriate, consider more detailed briefings about the arrangements for managing the risks associated with a particular business activity, program or project. Review Chief Information and Security Officer report on cyber security. Endorse updates to the Fraud Framework, including policies, framework and progress updates. Endorse updates to the ANU Strategic Risk Register. Reports on fraud and fraud related activity. Note register of directorship/partnership reports.</td>
<td>Chief Financial Officer (CFO)</td>
<td>March, May, September, November</td>
<td>February, March, July, November, February, March</td>
</tr>
<tr>
<td>Performance Reporting</td>
<td>Review and give independent advice and assurance about the appropriateness of the University’s risk oversight and management, including whether the University has a sound enterprise risk management framework and associated processes for effective identification and management of the entity’s business and financial risks, including fraud risks, and those associated with individual projects, programs and other activities.</td>
<td>University Executive</td>
<td>Annual</td>
<td>Every meeting</td>
</tr>
<tr>
<td>System of Risk Oversight and Management</td>
<td>Review and give independent advice and assurance about the appropriateness of the University’s system of risk oversight and management, including whether the University has a sound enterprise risk management framework and associated processes for effective identification and management of the entity’s business and financial risks, including fraud risks, and those associated with individual projects, programs and other activities.</td>
<td>Director, Corporate Governance and Risk</td>
<td>As reported</td>
<td>Every meeting</td>
</tr>
<tr>
<td>System of internal control</td>
<td>Review and give independent advice and assurance about the appropriateness of the University’s system of internal control, including approaches to governance, compliance and assurance, and including consideration of: -the University’s overall control environment, as reflected in its governance, risk management and compliance arrangements.</td>
<td>Director, Corporate Governance and Risk</td>
<td>February, September, November</td>
<td>Three times a year</td>
</tr>
</tbody>
</table>

- **Responsibility**: University Executive
- **Meeting Frequency**: Every meeting, as appropriate, as reported
- **Review Period**: Annual, As reported, As appropriate, As reported, As reported, Twice a year, As reported, March
- **MEETING**: Every meeting, As reported, As appropriate, Every meeting, Three times a year
- **COMMITTEE**: ARMC
- **REVIEW PERIOD**: March, May, September, November, February, March, July, November, February, March
- **ACTIVITY**: Review financial projections and consider emerging risks to the material accuracy of the financial statements. Review impacts to the University’s financial statements as a result of changes to Accounting Standards, accounting policies, Department of Education Financial Statement Guidelines and other legislation. Review annual financial statements preparation plan and progress. Hold ‘members only’ meeting with ANAO. Review draft financial statements and supporting documents and provide advice to Council on their approval. Review CFO report and sign-off on annual financial statements including status of ANAO findings. Review ANAO Closing Report. Review ANAO Audit Activity Report. Review Management Representation Letter. Review the draft annual report/annual performance statement. Review the approach to the preparation of the annual performance statements. Receive final performance measures to be included in the Executive Plans and the Strategic Plans. When considered appropriate, obtain and review management reports about the performance of key projects, programs and other activities. Through ‘members only’ briefings prior to ARMC meetings, obtain an overall understanding of areas of risk of particular interest to the ARMC and Council. Consider an annual briefing on the overall effectiveness of the University’s conformance with the governance requirements of the Australian National University Act 1991, Public Governance, Performance and Accountability Act 2013, Higher Education Standards Framework (Threshold Standards) 2015: Section 6 Governance and Accountability, and Voluntary Code of Best Practice for the Governance of Australian Universities. Obtain an overall understanding of current arrangements to support and assess the effective management of risk for major programs, business integrity risks, including fraud, and the status of work in progress / completed. Taking into account the activities above, and as appropriate, consider more detailed briefings about the arrangements for managing the risks associated with a particular business activity, program or project. Review Chief Information and Security Officer report on cyber security. Endorse updates to the Fraud Framework, including policies, framework and progress updates. Endorse updates to the ANU Strategic Risk Register. Reports on fraud and fraud related activity. Note register of directorship/partnership reports.
<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>ACTIVITY</th>
<th>RESPONSIBLE OFFICER</th>
<th>REVIEW PERIOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>-reviewing internal and external all audit reports, providing advice to Council about significant issues identified, and monitoring the implementation of agreed actions.</td>
<td>Provide feedback back on Internal Audit’s performance.</td>
<td>Director, Corporate Governance and Risk</td>
<td>July</td>
</tr>
<tr>
<td></td>
<td>Consider a report from the Australian National Audit Office about its activities and the outcomes of any recently-tabled performance audit reports.</td>
<td>Executive Director, ANAO</td>
<td>Every meeting</td>
</tr>
<tr>
<td></td>
<td>Review internal and external audit reports (where appropriate).</td>
<td>Director, Corporate Governance and Risk Office/Chief Financial Officer</td>
<td>As appropriate</td>
</tr>
<tr>
<td></td>
<td>Review internal audit scoping documents.</td>
<td>Director, Corporate Governance and Risk Office</td>
<td>As provided.</td>
</tr>
</tbody>
</table>

**Other Functions**

<table>
<thead>
<tr>
<th>Function</th>
<th>Activity</th>
<th>Responsible Officer</th>
<th>Review Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>As far as is practicable, ARMC should indicate which matters it will consider during any given year in a forward plan (the ARMC rolling agenda).</td>
<td>Review and update the ARMC rolling agenda for the coming twelve months.</td>
<td>Director, Corporate Governance and Risk</td>
<td>Every meeting</td>
</tr>
<tr>
<td>Seek feedback about the performance of the ARMC at least once every two years. The outcomes of this assessment will be reported to Council.</td>
<td>Conduct a self-assessment survey of Audit Committee members with a performance assessment conducted annually and reported to Council in December each year.</td>
<td>Chair, ARMC</td>
<td>March, November</td>
</tr>
<tr>
<td>Annually, the Director submits a report on the internal audit activity’s performance against the agreed key performance indicators.</td>
<td>Seek a feedback on the Performance of Internal Audit Activity for the year through a survey from members of the Committee and Key stakeholders (CDO and CFO).</td>
<td>Director, Corporate Governance and Risk</td>
<td>July</td>
</tr>
</tbody>
</table>
## 2018 ANU Finance Committee Self Assessment Survey

### Questions

#### 1. Finance Committee Charter

- The Charter articulates the Committee’s responsibilities and provides the Committee with the necessary authority to fulfil them. **Agree**
- The Charter facilitates and supports the effective operation of the Committee. **Strongly Agree**
- The Committee adequately addressed all of its responsibilities as detailed in its Charter during the past 12 months. **Agree**

#### 2. Skills and Experience

- The mix of skills on the Committee allows it to effectively perform its assigned responsibilities. **Strongly Agree**
- The Committee has been able to analyse and critically evaluate information presented to it by management. **Agree**
- The Committee has access to appropriate internal and/or external expertise to assist with thorough examination of key issues brought before it. **Strongly Agree**
- The Committee has shown an openness to new ideas and different views in its deliberations. **Agree**
- The Committee has been sufficiently probing and challenging in its deliberations. **Agree**
- The Committee works in a collegial and cooperative manner to ensure it fulfils its duties. **Strongly Agree**

#### 3. Understanding of the ANU

- New members of the Committee are provided with sufficient information about the University and the higher education sector as part of their induction program. **Agree**
- The Committee is well informed about financial, budgetary, investment and commercial issues affecting the University. **Agree**

#### 4. Meeting Administration Conduct

- The Committee meets on a sufficiently regular basis to enable it to properly discharge its duties. **Agree**
- The Chair is actively involved in setting key agenda items for Committee consideration and approving the agenda for upcoming meetings. **Agree**
- Agenda papers are issued in a timely manner to enable members to adequately prepare for the meeting. **Agree**
- Committee members are given the opportunity to be briefed prior to meetings and these briefings are useful. **Agree**
- The Committee agenda and supporting papers are of sufficient clarity and quality to make informed decisions. **Agree**
- The Committee meetings are productive and well run, allowing sufficient time for members to discuss key agenda items. **Agree**
- Committee minutes achieve the right balance between fulfilling record keeping obligations, disclosure requirements and ensuring Committee decisions/outcomes are clear and actionable. **Agree**
The Corporate Governance & Risk Office is responsive and provides adequate service delivery to support the Committee. | Agree
---|---
**5. VICE-CHANCELLOR / COUNCIL COMMUNICATIONS**
The Committee has adequate oversight on its key deliberations and recommendations that are being tabled to Council. | Agree
The Committee receives timely feedback on Council’s adoption of its recommendations and other relevant resolutions. | Agree

**6. PERFORMANCE MONITORING**
The Committee is provided with sufficient information to enable it to obtain assurance that the University is complying with the financial, investment and commercial management aspects of the University’s statutory and regulatory obligations. | Agree
There is sufficient detail in the financial reports to enable the Committee to discharge its responsibilities effectively. | Agree

**7. EFFECTIVE CONSIDERATIONS**
In which of the areas outlined below has the Committee added value to the ANU?

<table>
<thead>
<tr>
<th>Responses:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Performance Management</td>
<td>89%</td>
</tr>
<tr>
<td>Policies and Practices</td>
<td>22%</td>
</tr>
<tr>
<td>Legislative and Policy Compliance</td>
<td>22%</td>
</tr>
<tr>
<td>External Accountability</td>
<td>44%</td>
</tr>
<tr>
<td>Investment Management</td>
<td>100%</td>
</tr>
<tr>
<td>Monitoring of Commercial Activities</td>
<td>100%</td>
</tr>
</tbody>
</table>
# 8. GENERAL

I believe the strengths of the Committee are:

- Robust discussions with healthy level of respect between the Committee and management. The willingness of management to openly discuss issues, options and different alternatives is encouraging.
- Probing questions on specific projects and overall financial strategy which challenges management in a constructive manner, holding them accountable for key agenda items.
- Well balanced approach between a sensible commercial approach and an approach that would potentially jeopardise the interests of members.
- Well managed meetings where Chair allows good free-form discussion.
- The knowledgeable and well rounded membership with breadth of experience and expertise, who input on key finance committee issues driving appropriate outcomes and recommendations to Council.
- The member’s diligence in approach to matters before the Committee.
- The independence of members allowing balanced contribution.
- Adding real value to budget, commercial propositions and financial strategy at ANU.
- Quality of papers, timeliness and support from CGRO.

I believe the weaknesses of the Committee are:

- Some meetings did not have ideal level of attendance.
- Tackling major issues a little quickly.
- Some items have slipped on the agenda due to capacity constraints.
- Poor understanding of the impact of ANU accounting practice on local areas.
- Being bogged down in the detailed attributes.

Are there issues that the Committee should focus on in respect of financial management and monitoring during the coming year?

- Exposure to China and list of potential actionable paths.
- Exposure to Government NIG funding and strategic discussions on how to lower risk.
- Making sure the strategic priorities of the university are reflected in the financials rather than the financials driving strategy.
- Monitor growth in student numbers and Reimagine Project.
- Long term financial sustainability.
- Strengthen linkage with Council and other committees which would facilitate a better understanding of risk.
- Finance team redevelopment, culture and effectiveness.
<table>
<thead>
<tr>
<th>Q &amp; A</th>
<th>Answer</th>
</tr>
</thead>
</table>
| Are there improvements that can be made to further strengthen the way the Committee functions? | • Presenting financial data with more clarity.  
• More discipline with time management.  
• After annual review of the Charter, ensure the calendar incorporates all items. |
| Are there any skillsets that might be needed on the membership in the future? | • Commercial Operations.  
• Strong understanding of current political government.  
• Would be helpful to carry out a skills matrix and use this to identify any gaps. |
| Does the FC need to reconsider how it interacts with Council? If yes, how? | • More formal feedback from Council on finance matters could be incorporated further into the papers including a better flow of information regarding recommendations made by Committee and how that was received by Council.  
• Understanding whether worthwhile reporting is undertaken and if it is appreciated by Council. |
| Other comments / issues not covered above? | • Not all activities appropriately reported such as Reimagining CECS for example. |

9. **OVERALL ASSESSMENT**

| The Finance Committee is an effective Committee of Council. | Strongly Agree |
### Default Report

**2018 - ANU Academic Board Self Evaluation**  
October 14, 2018 3:27 PM MDT

**Q1 - How long have you been a member of Academic Board**

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 6 months</td>
<td>1.00</td>
<td>3.00</td>
<td>2.08</td>
<td>0.42</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>6 - 12 months</td>
<td>1.00</td>
<td>3.00</td>
<td>2.08</td>
<td>0.42</td>
<td>16</td>
<td>22</td>
</tr>
<tr>
<td>Longer than 12 months</td>
<td>1.00</td>
<td>3.00</td>
<td>2.08</td>
<td>0.42</td>
<td>16</td>
<td>22</td>
</tr>
</tbody>
</table>

### Q2 - In 2018 did you attend an Academic Board Induction Session?

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>In 2018 did you attend an Academic Board Induction Session?</td>
<td>1.00</td>
<td>2.00</td>
<td>1.40</td>
<td>0.50</td>
<td>0.25</td>
<td>21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>11</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
</tr>
</tbody>
</table>

Showing rows 1 - 3 of 3
Q3 - In 2018 did you attend an Academic Board Coffee Session with the Chair?

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>2.00</td>
<td>1.41</td>
<td>0.49</td>
<td>0.24</td>
<td>22</td>
</tr>
</tbody>
</table>

- Yes
- No

Q4 - Throughout 2018 Academic Board has aligned its activities to the ANU Strategic Plan:

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>3.00</td>
<td>1.05</td>
<td>0.34</td>
<td>0.11</td>
<td>20</td>
</tr>
</tbody>
</table>

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree
Q5 - Accredited and re-accredited academic programs and changes to existing academic programs:

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Accredited and re-accredited academic programs and changes to existing academic programs</td>
<td>1.00</td>
<td>3.00</td>
<td>1.60</td>
<td>0.80</td>
<td>0.64</td>
<td>20</td>
</tr>
</tbody>
</table>

Q6 - Ensured the maintenance of the highest standards in teaching, scholarship and research within the University:

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ensured the maintenance of the highest standards in teaching, scholarship and research within the University</td>
<td>1.00</td>
<td>4.00</td>
<td>2.05</td>
<td>0.87</td>
<td>0.95</td>
<td>20</td>
</tr>
</tbody>
</table>

Showing rows 1-6 of 6
Q7 - Approved degrees and other awards:

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>3.00</td>
<td>1.50</td>
<td>0.87</td>
<td>0.45</td>
<td>20</td>
</tr>
</tbody>
</table>

Q8 - Discussed and developed policy recommendations in relation to academic matters:

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>3.00</td>
<td>1.50</td>
<td>0.80</td>
<td>0.64</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Choice</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td>11</td>
</tr>
<tr>
<td>2</td>
<td>Strongly disagree</td>
<td>9</td>
</tr>
<tr>
<td>3</td>
<td>Neither agree nor disagree</td>
<td>2</td>
</tr>
<tr>
<td>4</td>
<td>Somewhat disagree</td>
<td>0</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td>6</td>
</tr>
</tbody>
</table>

Showing rows 1 - 5 of 6
Q9 - Maintained an effective overview of the academic activities of the University:

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>100</td>
<td>4.00</td>
<td>1.85</td>
<td>0.91</td>
<td>0.83</td>
<td>20</td>
</tr>
</tbody>
</table>

Q10 - Provided a forum to facilitate information flow and debate within the University and between the senior executive officers of the University and the wider academic community:

<table>
<thead>
<tr>
<th>Strongly agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>100</td>
<td>4.00</td>
<td>2.10</td>
<td>0.82</td>
<td>0.60</td>
<td>20</td>
</tr>
</tbody>
</table>

Showing rows 1 - 6 of 6
Q11 - Academic Board has served the University effectively.

<table>
<thead>
<tr>
<th>Choice</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>Somewhat agree</td>
<td></td>
</tr>
<tr>
<td>Neither agree or disagree</td>
<td></td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Academic Board has served the University effectively</td>
<td>1.00</td>
<td>4.00</td>
<td>1.85</td>
<td>0.96</td>
<td>0.93</td>
<td>20</td>
</tr>
</tbody>
</table>

Q12 - The membership of Academic Board provides appropriate representation from across the University

<table>
<thead>
<tr>
<th>Choice</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>Somewhat agree</td>
<td></td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td></td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td></td>
</tr>
<tr>
<td>Strongly disagree</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The membership of Academic Board provides appropriate representation from across the University</td>
<td>1.00</td>
<td>2.00</td>
<td>1.36</td>
<td>0.48</td>
<td>0.23</td>
<td>20</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Somewhat agree</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Neither agree nor disagree</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Somewhat disagree</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
<td></td>
</tr>
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</table>

Showing rows 1 - 6 of 6
**Q13 - The Academic Board met with sufficient frequency to perform its functions**

<table>
<thead>
<tr>
<th>Score</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>1</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>3</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>2.00</td>
<td>1.46</td>
<td>0.58</td>
<td>0.34</td>
<td>26</td>
</tr>
</tbody>
</table>

**Q14 - Meetings of Academic Board were conducted in such a manner as to encourage discussion and input**

<table>
<thead>
<tr>
<th>Score</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td>4</td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>3</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>1</td>
</tr>
<tr>
<td>Somewhat disagree</td>
<td>0</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1.00</td>
<td>2.00</td>
<td>1.00</td>
<td>1.04</td>
<td>1.01</td>
<td>20</td>
</tr>
</tbody>
</table>

Showing rows 1 - 6 of 6
**Q15 - The structure of the Academic Board agenda was satisfactory**

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The structure of the Academic Board agenda was satisfactory</td>
<td>1.00</td>
<td>3.00</td>
<td>1.50</td>
<td>0.39</td>
<td>0.35</td>
<td>20</td>
</tr>
</tbody>
</table>

**Q16 - The standard of papers submitted was satisfactory**

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The standard of papers submitted was satisfactory</td>
<td>1.00</td>
<td>4.00</td>
<td>1.65</td>
<td>0.95</td>
<td>0.85</td>
<td>20</td>
</tr>
</tbody>
</table>

**Q15**
- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree

**Q16**
- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree
Q17 - The reporting from the Executive was informative and useful

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>5</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8</td>
</tr>
</tbody>
</table>

Showing rows 1 - 6 of 6

Q18 - The reporting from the Chair was informative and useful

<table>
<thead>
<tr>
<th>Rating</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly agree</td>
<td></td>
</tr>
<tr>
<td>Somewhat agree</td>
<td>5</td>
</tr>
<tr>
<td>Neither agree nor disagree</td>
<td>1</td>
</tr>
<tr>
<td>Strongly disagree</td>
<td>8</td>
</tr>
</tbody>
</table>

Showing rows 1 - 6 of 6
Q19 - I understand the relationship between Academic Board and its sub-committees

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I understand the relationship between Academic Board and its sub-committees</td>
<td>1.00</td>
<td>1.00</td>
<td>1.65</td>
<td>0.80</td>
<td>0.65</td>
<td>20</td>
</tr>
</tbody>
</table>

Q20 - The composition of sub-committees provides sufficient breadth and depth to academic governance

- Strongly agree
- Somewhat agree
- Neither agree nor disagree
- Somewhat disagree
- Strongly disagree

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The composition of sub-committees provides sufficient breadth and depth to academic governance</td>
<td>1.00</td>
<td>4.00</td>
<td>1.65</td>
<td>0.80</td>
<td>0.75</td>
<td>20</td>
</tr>
</tbody>
</table>
Q21 - The reporting from sub-committees was informative and useful

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Min.</th>
<th>Max.</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The reporting from sub-committees was informative and useful</td>
<td>1.00</td>
<td>4.00</td>
<td>2.16</td>
<td>1.01</td>
<td>1.03</td>
<td>20</td>
</tr>
</tbody>
</table>

Q22 - The Board effectively communicates its decisions to the wider University

<table>
<thead>
<tr>
<th>#</th>
<th>Field</th>
<th>Min.</th>
<th>Max.</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The Board effectively communicates its decisions to the wider University</td>
<td>1.00</td>
<td>5.00</td>
<td>2.40</td>
<td>1.28</td>
<td>1.65</td>
<td>20</td>
</tr>
</tbody>
</table>

**Showing rows 1 - 6 of 6**
Q23 - Academic Board works well as a group

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scale:
- 0 = Strongly disagree
- 5 = Neither agree nor disagree
- 10 = Somewhat disagree
- 20 = Neither agree nor agree
- 30 = Somewhat agree
- 40 = Strongly agree

Table:

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Board works well as a group</td>
<td>1.00</td>
<td>4.00</td>
<td>2.06</td>
<td>1.02</td>
<td>1.05</td>
<td>20</td>
</tr>
</tbody>
</table>

Q24 - The roles and responsibilities of the Chair are discharged appropriately

<table>
<thead>
<tr>
<th>Agree</th>
<th>Somewhat agree</th>
<th>Neither agree nor disagree</th>
<th>Somewhat disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>The roles and responsibilities of the Chair are discharged appropriately</td>
<td>1.00</td>
<td>4.00</td>
<td>1.10</td>
<td>0.32</td>
<td>0.54</td>
<td>20</td>
</tr>
</tbody>
</table>

Showing rows 1 - 6 of 6
### Q25 - The standard of secretariat support to the Board is acceptable

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>StDev</th>
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<th>Count</th>
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<tr>
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<td>1.00</td>
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<td>1.25</td>
<td>0.43</td>
<td>0.18</td>
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**Strongly agree**

**Somewhat agree**

**Neither agree nor disagree**

**Somewhat disagree**

**Strongly disagree**

Showing rows 1-8 of 8

### Q26 - The level of discussion on Board items is generally appropriate

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>StDev</th>
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<th>Count</th>
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<tr>
<td>1</td>
<td>1.00</td>
<td>4.00</td>
<td>1.89</td>
<td>0.99</td>
<td>0.96</td>
<td>20</td>
</tr>
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</table>

**Strongly agree**

**Somewhat agree**

**Neither agree nor disagree**

**Somewhat disagree**

**Strongly disagree**

Showing rows 1-8 of 8
Q27 - I know and understand my role as a member of Academic Board

<table>
<thead>
<tr>
<th>Field</th>
<th>I know and understand my role as a member of Academic Board</th>
</tr>
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<tr>
<td></td>
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Showing rows 1 - 6 of 6

Q28 - I have sufficient time to discharge my duties and responsibilities as a member of Academic Board

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<tr>
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<td>Minimum</td>
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</table>

Showing rows 1 - 6 of 8
Q29 - I have the skills, knowledge and expertise to make an appropriate contribution as a member of Academic Board

| Strongly agree | | | | | |
| Strongly disagree |
| Neither agree nor disagree |

<table>
<thead>
<tr>
<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>I have the skills, knowledge and expertise to make an appropriate contribution as a member of Academic Board</td>
<td>4.00</td>
<td>1.00</td>
<td>0.74</td>
<td>0.55</td>
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Q30 - I felt encouraged to contribute to discussions during Academic Board meetings

<table>
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<th>Field</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
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<td>I felt encouraged to contribute to discussions during Academic Board meetings</td>
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<td>1.03</td>
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<td>3</td>
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<tr>
<td>4</td>
<td>Somewhat disagree</td>
</tr>
<tr>
<td>5</td>
<td>Strongly disagree</td>
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Showing rows 1 - 6 of 6
Q31 - I am satisfied with my own contribution to Academic Board meetings

<table>
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<th>Slight agreement</th>
<th>Somewhat agree</th>
<th>Rather agree or disagree</th>
<th>Strongly disagree</th>
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Q32 - The most significant achievement of Academic Board in 2018 has been:

The most significant achievement of Academic Board in 2018 has been:

- Improving executive’s report and encouraging discussion of agenda items.
- Discussion of academic freedom issues.
- Academic integrity.
- Steward management of university responsibilities.
- Academic freedom statement; increasing focus on strategic issues.
- Articulation around academic autonomy and dispersing the messages.
- Resistance on defending academic freedom and intellectual property.
- Responding to important national issues such as the exercise of academic freedom at the ARU.
- Quality assurance of academic matters.
- The statement on academic freedom.
- Strong stand on academic freedom in relation to Ramsay Center.
- The format and structure of the meeting and the effective time management by the Chair. The Chair meeting with Board members. The workshop was held at the beginning of the year.
- Discussions on Academic Freedom.
Q33 - Academic Board could be improved by the following:

- Having the subcommittee chair reports more often.
- No suggestions.
- Allowing more space for disagreement, and ensuring decisions are made and actioned upon (rather than just discussions).
- I am satisfied with the current management.

- Membership being better prepared ahead of the meeting, members to ask more pointed and challenging questions.
- Membership to conduct their own due diligence.

There is a large volume of material to be digested, discussed etc. Often the meetings can be quite procedural with information flowing downwards. This is important and very valuable but sometimes feels like greater discussion is warranted. The real input from board members comes at the sub committee meetings, rather than the board meetings themselves. Having more of what sub-committees are actually doing would be useful.

- Clearly explain what kind of issues fall under the remit of the Board. Some topics/issues that I would have thought are currently part of the Board's remit, apparently were not.

- Executive summaries on the very long papers.

- The AB sits at the end of a long chain of discussion and decision making. Opening up 'hot' topics in this forum potentially creates confusion as to the purposes and responsibilities of the AB.

- More meetings such as the one held in the Macdonald room which facilitated discussion and allowed those more junior members of Board to feel as though they were contributing to the discussion. It can be intimidating speaking up at Board meetings even when you're an elected member.

- More specific and focused agenda allowing deeper discussion. Less reporting that could be conveyed prior to the meeting on paper.

- More discussion regarding policies and sessions on TEQA risk registration would be good.

Better seating.

Q34 - The major strengths of Academic Board are:

- The major strengths of Academic Board are:
  - Excellent leadership and organisation.
  - Wide representation and regular meetings.
  - People with a range of different experiences on it.
  - The briefing from the sessions.
  - Strong chair: good relationship with executive; opportunity to focus on strategic matters.
  - Frank open dialogue between me and the board. It is valuable for this sharing of information. Creation of working groups in order to collect, synthesise, formulate and inform. Board representation from across the university.
  - A university actively has a pretty simple dual mission: research and teaching. As such, the Board is absolutely essential in the pursuit of this dual mission. It's on the right track to do so but could probably benefit from even more power.
  - Great representation across the university.
  - Discharging its core responsibilities.
  - The Chair and Secretary: the willingness to try new ways of engaging with Board members and the breadth of view both of Board members and of subject matter.
  - The capacity to provide a voice and influence broadly across the members of the university.
  - The Chair’s commitment to the Board and his focus on ensuring the Board undertakes its duties conscientiously and is able to advise Council regarding academic matters. The agenda and time allocated to the items. The briefs/updates that the UC, VEOU Academic; and EITC Research provide the Board.
Q35 - If I could suggest one hot topic for 2019 it would be:

- SELF and evaluation of educational performance.
- Student engagement with learning.
- Mental health and creating a university that supports wellbeing for staff and students.
- Update on the vision for and detail on the redevelopment of the campus.

Q36 - General comments:

General comments:

I am happy with the way the Academic Board is managed and for the opportunity to play a role on the Board.

It is an important component of university structure.

Thank you.

It has been good to see the Academic Board develop over the past years and good to see members being inducted and provided opportunity to meet the Chair to share ideas and suggestions to ensure the Board continues to ensure the quality of our degrees, etc.

Ideally make the agenda less dense/rushed but I know this is difficult.

End of Report.
<table>
<thead>
<tr>
<th>Number</th>
<th>Leased/Preferred Retailer</th>
<th>Tenancy Type</th>
<th>Usage</th>
<th>Letter of Offer Issued</th>
<th>Lease Documents Issued</th>
<th>Lease Documents Executed</th>
<th>Proposed Occupancy Date to Commence Fitout</th>
<th>Mixed Use Type</th>
<th>Building</th>
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<td>GD 178</td>
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**ATTACHMENT 28.1**

**KAMBRI RETAIL AND COMMERCIAL TENANTS LEASING SCHEDULE**
<table>
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<th>Number</th>
<th>Leased/Preferred Retailer</th>
<th>Tenancy Type</th>
<th>Usage</th>
<th>Letter of Offer Issued</th>
<th>Lease Documents Issued</th>
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<th>Proposed Occupancy Date to Commence Fitout</th>
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<th>Area (GLA)</th>
<th>Comment</th>
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<td>155-11</td>
<td>Green With NV S’wich/Salad</td>
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<td>155-13</td>
<td>Sushi Smith Japanese</td>
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<td>Yes</td>
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<td>155-15K</td>
<td>Garema Café Coffee/Juice</td>
<td>Food Kiosk</td>
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<td>The Daily Market/Grocer Mini Market</td>
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<td>UniSuper SOHO Commercial</td>
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<td></td>
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<td>N/A</td>
<td>Car Park</td>
<td>B</td>
<td>12,895</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health &amp; Wellbeing</td>
<td>National Health Co-op Health &amp; Wellbeing</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>22-Oct</td>
<td>Retail</td>
<td>Health &amp; Wellbeing</td>
<td>2 - 4</td>
<td>2,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gym &amp; Pool</td>
<td>Viva Leisure Major Gym &amp; Pool</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>22-Nov</td>
<td>N/A</td>
<td>Gym &amp; Pool</td>
<td>1</td>
<td>2,381</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Kambri Consolidated Risk Assessment (Remaining)

<table>
<thead>
<tr>
<th>Item/Area</th>
<th>Consequence</th>
<th>Mitigation Strategy</th>
<th>Residual Risk Assessment/Strategy</th>
<th>Risk Rating</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authority Approvals (Works Applications - WA)</td>
<td>Delay to specific area of construction</td>
<td>Staged submission and assessment of WA’s</td>
<td>• All required WA have been received. • Outstanding approvals are not critical path.</td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Authority Connections (Energise substation delayed to 20/12)</td>
<td>Delay to commissioning plant and equipment</td>
<td>• Escalate to senior executive within Utility provider (EVO) to bring forward energisation date. • Commission from generators whilst substation energised</td>
<td>Equipment not “fully” load tested (extent of load testing subject to capacity of generators)</td>
<td>Medium</td>
<td>Escalate to senior executive within Utility provider to bring forward energisation date</td>
</tr>
<tr>
<td>Design – Documentation to achieve construction program</td>
<td>Delay to works construction</td>
<td>Ensure appropriate resources and continual review of requirement.</td>
<td>Sufficient design resources currently allocated.</td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Construction &amp; Commissioning Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved for all areas</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete its overlay works • LLB continually review program and resource requirements • Key trades working seven day week • LLB has agreed Christmas closure dates with Union and subcontractors • Detailed commissioning program prepared and being adhered to</td>
<td>Construction program assumes a closure of 21 Dec and reopens on 2 Jan 2019. Site attendance of tradespeople during January can be problematic</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Item/Area</td>
<td>Consequence</td>
<td>Mitigation Strategy</td>
<td>Residual Risk Assessment/Strategy</td>
<td>Risk Rating</td>
<td>Action</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>---------------------</td>
<td>----------------------------------</td>
<td>-------------</td>
<td>--------</td>
</tr>
<tr>
<td>Construction Commissioning Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>Detailed commissioning program prepared and being adhered to</td>
<td></td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>IT Network Commissioning</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>Pre-configuration and testing completed off site.</td>
<td>Site access for installation.</td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>ITS (IT/AV) Commissioning</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>Pre-configuration and testing completed off site.</td>
<td>Site access for installation.</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Retailer Fitout and Operation</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>Dedicated project resources assisting tenants with design and delivery. Rental payments commence from 1 February 2018</td>
<td>Tenants remain responsible for delivery of tenancy</td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Retailer Management (operational systems)</td>
<td>Unable to invoice tenants</td>
<td>Existing software/systems to be adopted.</td>
<td>For invoicing of services other than electrical charges, fee calculation involves manual processes.</td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Precinct Operations (Precinct Manager)</td>
<td>Poor performance / operations</td>
<td>Four month mobilisation period implemented.</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Precinct Operations (F&amp;S)</td>
<td>Poor performance / operations</td>
<td>Detailed go-live meeting. Amendments to existing service contracts being implemented.</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Communications and Marketing</td>
<td>Low level of awareness within ANU and Canberra Poor performance / operations and impact on retail tenancies</td>
<td>Detailed go-live meeting. Establishment of Steering Group. Meetings on a weekly basis.</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Item/Area</td>
<td>Consequence</td>
<td>Mitigation Strategy</td>
<td>Residual Risk Assessment/Strategy</td>
<td>Risk Rating</td>
<td>Action</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>---------------------</td>
<td>----------------------------------</td>
<td>-------------</td>
<td>--------</td>
</tr>
<tr>
<td>Cultural Centre Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete its overlay works&lt;br&gt;• Development Team continually review program and resource requirements</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>SA7 Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete it’s overlay works&lt;br&gt;• Development Team continually review program and resource requirements</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Student Centre Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete it’s overlay works&lt;br&gt;• Development Team continually review program and delivery resource requirements&lt;br&gt;• Admin functions may remain in existing location until end of Feb if needed.&lt;br&gt;• Student Central (Level 1) will relocate ahead of O-week.</td>
<td></td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Marie Reay Teaching Centre Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Staged/ early access dates agreed with LLB to enable ANU to complete it’s overlay works&lt;br&gt;• Development Team continually review program and delivery resource requirements</td>
<td></td>
<td>Medium</td>
<td>Manage</td>
</tr>
<tr>
<td>Health and Wellbeing Centre Completion (NHC)</td>
<td>Practical Completion Date of Lessor and Lessee works by 1 Feb 2019 not achieved</td>
<td>• Scope of Lessor/ Lessee works reviewed to achieve greater integration and expedite program</td>
<td>NHC remain in existing location on Campus until tenancy works complete.</td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Health and Wellbeing Centre Completion (Club Lime)</td>
<td>Practical Completion Date of Lessor and Lessee works</td>
<td>• Scope of Lessor/ Lessee works reviewed to achieve greater integration and expedite program</td>
<td></td>
<td>Low</td>
<td>Manage</td>
</tr>
<tr>
<td>Item/ Area</td>
<td>Consequence</td>
<td>Mitigation Strategy</td>
<td>Residual Risk Assessment/ Strategy</td>
<td>Risk Rating</td>
<td>Action</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>--------</td>
</tr>
<tr>
<td>Public Realm – Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• LLB continually review of program and resource requirements</td>
<td>• Public realm works remain subject to weather</td>
<td>Medium</td>
<td>Monitor</td>
</tr>
<tr>
<td>Car-Park – Completion</td>
<td>Practical Completion Date of 1 Feb 2019 not achieved</td>
<td>• Works well progressed</td>
<td></td>
<td>Low</td>
<td>Monitor</td>
</tr>
</tbody>
</table>
| Pop-up Tenancies – Tenant exit ahead of Lease expiry (1 Feb 2019) | Existing tenants not relocating to Kambri vacate ahead of lease expiry (1 Feb 2019) | • Continual monitoring and discussion of lease obligations with tenants | • Aust Post vacating 19 December 2019  
• Co-Op Book Shop vacated 28 September, 2018                                                  | Low          | Monitor |
ADMINISTRATIVE REFORM

Update to ANU Council

December 2018

Prepared by: Service Improvement Group
Executive Summary

Administrative reform continues to progress across our key service delivery areas in an effort to reduce cost and increase satisfaction.

How do we Compare?

ANU achieved significant operations transactional cost savings between 2015 and 2017 due to the completion of major change programs.

Normalised operations transactional costs are now in line with most Go8 universities, as a result of a large reduction in normalised transactional costs.

Professional Staff Profile

Professional staff numbers have seen an increase of 6% on 2017 average, with current staff numbers at the highest in over five years. However, this is significantly lower than student growth over the same period (9%, 30% respectively). There is likely to be continued upward pressure on professional staff numbers driven both by further new initiatives and by the buoyant financial position of most colleges.

Administrative Functions

Some sections of Student Support and Services, Human Resources, Information Technology and Finance are higher in normalised cost than other universities, with projects underway to address identified issues.

- **Student Administration**
  Lowest result since 2011, however, remains 13% above expected cost

- **External Engagement**
  Increased by 9 percentage points this year, primarily due to website reviews

- **Information Technology**
  Dropped 40 percentage points since 2013 to 102 normalised cost result

- **Human Resources**
  Dropped 43 percentage points since 2012 to 102 normalised cost result

- **Finance**
  Well below expected cost with 86 normalised cost result in 2018, down 11 percentage points on previous year

Staff and Student Satisfaction

ANU staff consistently record high levels of satisfaction with grounds and landscape. Other areas that have performed well in 2018 include access to research resources, payroll, telecommunications and email, graduations and campus security. Low satisfaction topics include parking, budgeting, workforce planning, change management, timetabling and the ANU website.

Following the 2018 Administrative Staff Survey results, an Action Plan has been implemented across Facilities and Services, Information Technology, Human Resources, Division of Student Administration and Financial Services to address the issues identified.

Overall, student satisfaction data indicates the ANU must continue to focus efforts on improving the student experience, with the International Graduate Insight Group Ltd 2018 research indicating that ANU student satisfaction scores lag behind Go8 and AUS comparator groups for both domestic and international students.

Feedback

To ensure we continuously monitor and improve our service delivery, staff and students are now able to submit feedback through an online form. Since its release, ANU has received close to 400 pieces of feedback and ideas for improvement since February 1 2018. Feedback received through the feedback system will be used to inform short and longer term service improvement activities at ANU.

Customer Service

The ANU is developing a road map and strategy for Building Customer Service at the ANU. This initiative is being developed in conjunction with the University community and is being built on three pillars of integrity, expectations and responsiveness, all underlined by an empathetic, customer centric approach. The initiative covers eight dimensions including Governance and Leadership, Strategy and Policy, Feedback and Analytics, Infrastructure and Systems, Process and Quality, Training, Communication and Engagement and People and Culture. The initiative will be delivered over a three-year period.

Note: Expected cost is the predicted cost of a function based on the size of teaching and research. A 100 normalised value is the average result.
How do we compare?

ANU has had the greatest reduction in normalised operations costs of the Go8 over a three year period, with the greatest drop in transactional activities.

Overall performance (normalised cost)

From 2016 - 2017 there has been an a 6% decrease in UniForum total university normalised cost result. This is attributed to one-off contractor payments associated with PBSA in 2016 and efficiency gains.

ANU normalised operations cost – 2015 to 2017

ANU achieved significant operations transactional cost savings between 2015 and 2017 due to the completion of major change programs.

Normalised operations transactional costs are now in line with most Go8 universities, as a result of a large reduction in normalised transactional costs.

What is operations cost?

Administration and support activities whose primary purpose is to support the day-to-day operations of the university. Can be broken down further into:

- Transactional/Hybrid/Non-transactional groups of activities; or
- Function & Activities such as Governance, Human Resources, Finance, General Administration, Information Technology, Facilities Management, External Engagement, Student Support & Services, Library, Teaching Administration, Research Administration

Change in normalised operations costs 2015 to 2017: Group of Eight*

<table>
<thead>
<tr>
<th>University</th>
<th>Change in Normalised Operations Cost (2015-2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU</td>
<td>-13</td>
</tr>
<tr>
<td>UNSW</td>
<td>-7</td>
</tr>
<tr>
<td>UQ</td>
<td>-8</td>
</tr>
<tr>
<td>Mon</td>
<td>-5</td>
</tr>
<tr>
<td>Melb</td>
<td>-2</td>
</tr>
<tr>
<td>USyd</td>
<td>-1</td>
</tr>
</tbody>
</table>

Normalised operations by activity type (2017)

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>ANU</th>
<th>UNSW</th>
<th>UQ</th>
<th>Mon</th>
<th>Melb</th>
<th>USyd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional</td>
<td>93</td>
<td>92</td>
<td>97</td>
<td>94</td>
<td>91</td>
<td>92</td>
</tr>
<tr>
<td>Non-transactional/Hybrid</td>
<td>100</td>
<td>102</td>
<td>97</td>
<td>94</td>
<td>93</td>
<td>96</td>
</tr>
</tbody>
</table>

Change in normalised operations by activity type (2015-2017)

<table>
<thead>
<tr>
<th>Activity Type</th>
<th>ANU</th>
<th>UNSW</th>
<th>UQ</th>
<th>Mon</th>
<th>Melb</th>
<th>USyd</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional</td>
<td>-15</td>
<td>-10</td>
<td>-8</td>
<td>-8</td>
<td>-2</td>
<td>-4</td>
</tr>
<tr>
<td>Non-transactional/Hybrid</td>
<td>0</td>
<td>0</td>
<td>-3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Note: Normalised results enable comparison to other universities by scaling activities for the size of teaching and research. A result of above 100 suggests that resources are more expensive than would be predicted. Normalised Cost for Operations (all administrative activity, excluding Develop and Transform activities, Research Support, Teaching Support and Other Commercial Activities), and can be broken down further into operations transactional costs and operations non-transactional & hybrid costs.

*Group of Eight in the UniForum benchmarking context refers to the 6 Go8 Universities who are part of the collection framework (excludes University of Adelaide and University of Western Australia).
Normalised operations costs across ANU have seen a steady decline from 2011 to 2017. Student Support and External Engagement are higher in normalised cost than other universities, with a review of these activities underway.

The UniForum benchmarking study divides administrative and support activities into a framework of 14 functions that are listed above.

ANU normalised operations costs 2011 to 2017

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Support &amp; Services*</td>
<td>130</td>
<td>123</td>
<td>129</td>
<td>126</td>
<td>132</td>
<td>120</td>
<td>113</td>
<td>101</td>
</tr>
<tr>
<td>Governance</td>
<td>142</td>
<td>118</td>
<td>119</td>
<td>119</td>
<td>118</td>
<td>108</td>
<td></td>
<td>101</td>
</tr>
<tr>
<td>External Engagement</td>
<td>91</td>
<td>99</td>
<td>97</td>
<td>98</td>
<td>99</td>
<td>93</td>
<td>102</td>
<td>99</td>
</tr>
<tr>
<td>Information Technology</td>
<td>135</td>
<td>136</td>
<td>142</td>
<td>136</td>
<td>122</td>
<td>108</td>
<td>102</td>
<td>93</td>
</tr>
<tr>
<td>Human Resources</td>
<td>135</td>
<td>145</td>
<td>129</td>
<td>119</td>
<td>111</td>
<td>110</td>
<td>102</td>
<td>99</td>
</tr>
<tr>
<td>Facilities Management</td>
<td>127</td>
<td>140</td>
<td>129</td>
<td>87</td>
<td>105</td>
<td>121</td>
<td>101</td>
<td>96</td>
</tr>
<tr>
<td>Teaching Design, Dev. &amp; Delivery</td>
<td>61</td>
<td>63</td>
<td>74</td>
<td>79</td>
<td>90</td>
<td>92</td>
<td>97</td>
<td>105</td>
</tr>
<tr>
<td>Research Facilities &amp; Support</td>
<td>87</td>
<td>92</td>
<td>85</td>
<td>82</td>
<td>105</td>
<td>97</td>
<td>94</td>
<td>103</td>
</tr>
<tr>
<td>Library</td>
<td>154</td>
<td>165</td>
<td>159</td>
<td>123</td>
<td>118</td>
<td>103</td>
<td>94</td>
<td>91</td>
</tr>
<tr>
<td>Research Administration</td>
<td>82</td>
<td>113</td>
<td>95</td>
<td>95</td>
<td>96</td>
<td>90</td>
<td>92</td>
<td>101</td>
</tr>
<tr>
<td>Finance</td>
<td>96</td>
<td>104</td>
<td>96</td>
<td>91</td>
<td>97</td>
<td>97</td>
<td>86</td>
<td>95</td>
</tr>
<tr>
<td>General Administration</td>
<td>144</td>
<td>137</td>
<td>132</td>
<td>107</td>
<td>107</td>
<td>91</td>
<td>86</td>
<td>95</td>
</tr>
<tr>
<td>Teaching Administration</td>
<td>90</td>
<td>113</td>
<td>110</td>
<td>99</td>
<td>102</td>
<td>79</td>
<td>84</td>
<td>100</td>
</tr>
<tr>
<td>Other Activities</td>
<td>86</td>
<td>58</td>
<td>58</td>
<td>72</td>
<td>80</td>
<td>81</td>
<td>76</td>
<td>79</td>
</tr>
<tr>
<td>Total ANU</td>
<td>117</td>
<td>123</td>
<td>117</td>
<td>105</td>
<td>109</td>
<td>104</td>
<td>96</td>
<td></td>
</tr>
</tbody>
</table>

Note: Normalised results enable comparison to other universities by scaling activities for the size of teaching and research. A result of above 100 suggests that resources are more expensive than would be predicted.

* Includes activities across Division of Student Administration and Division of Student Life and all student support and service activities performed across the University.

Student Support and External Engagement continue to be higher in normalised cost than other universities. More detail on improvements underway for these and other functions on page 8.

Facilities Management had the largest drop in 2017 spend likely as a result of Kambri and PBSA investment in the previous year.

Finance had a 11% drop in normalised cost this year as a result of restructure and improvement initiatives, much of it very specifically related to Concur credit card digitalisation.

Satisfaction with External Engagement, Teaching Administration and Teaching Design and Develop lag behind satisfaction with other functions.

External Engagement activities across the University had the greatest increase in normalised cost (2016-2017)

Student Support & Services, Governance and External Engagement are more expensive when compared to other Universities within the UniForum framework.

ANU has dropped 27 points since 2012.
Professional staff numbers continue to remain relatively stable while student load has seen significant growth.

Professional staff numbers have seen an increase of 1.7% since 2017, with current staff numbers at the highest in over five years. However, this is significantly lower than student growth over the same period (1.2%, 30% respectively).

The split of staff between Colleges and Central continues to grow closer, with 48% of staff in Central, compared to 44% in 2013. This is a result of centralisation of some processes.

Student load has increased by 35% since 2013 (5,211 EFTSL). Based on current predictions 2018 student load will be 30% above 2013 levels.
There are over 50 projects delivered, planned or underway in 2018 and 2019 that will impact our administrative services. Key projects are highlighted below.

### Student Administration

**Thesis Examination and Submission eForm**
- **Released:** October 2018
- This project has eliminated manual request forms, standardised, simplified and streamlined the examination workflow, improved monitoring and reporting of thesis examination progress and enabled electronic thesis distribution, eliminating the time spent preparing, collating, distributing and waiting for hard copies.

**Curriculum Management System**
- **Released:** November 2018
- This project will deliver streamlined curriculum management processes which will include a primary source for all curriculum information, the ability to collaborate online with colleagues, and mapping of learning outcomes with accreditation requirements.

**Admissions, Scholarships and Accommodation (ASA)**
- **Status:** In Progress (2019 Q1)
- ASA aims to develop an integrated ANU branded admissions process that will allow streamlining and bring together the data collected from a student to inform and align decision-making and offers on admissions, scholarships and accommodation.

### Timetabling Process Improvements

**Release Date:** In Progress
- Low satisfaction in the management of timetabling has seen the initiation of this project that will strengthen the University’s policy and procedures, improve the availability and amenity of teaching space across the ANU and implement a new timetabling management and room booking system.

### External Engagement

**Customer Relationship Management System**
- **Release Date:** In Progress (2019 staged delivery)
- A customer relationship management system is being implemented to assist with the management of incoming student enquiries in early 2019. This will replace the current outsourced arrangement and will allow for a centrally coordinated enquiry management team.

**Website Review**
- **Release Date:** In Planning Phase
- The University has commissioned an external consultancy to undertake a review of internal and external ANU websites from a customer focus and the current content management system used to manage the website and deliver a road map for improvement.

### Information Technology

**Single Sign On**
- **Release Date:** Ongoing Staged Implementation
- Single Sign On has provided significant user productivity benefits including reducing the time to login to discrete University systems. SSO went live in July 2018 for key systems including HORUS, ANU Insight, eForms, Concur, ANU Recruit, ISIS, FigTree and more. Usage is approximately 52,679 logins per week across the systems that are live.*

**Data Integration**
- **Release Date:** Ongoing
- The enterprise service bus development of core data integrations are well underway through development. A Data Governance Committee and Project Board have been formed to govern and strategically prioritise the roadmap. The first comprehensive release relates to location data and is due for release by end of year. It will be followed by staff data.

### Human Resources

**Upgrade of HORS and HRMS**
- **Release Date:** August 2018
- The new user interface delivers a fluid environment that can be utilised on desktops, laptops, tablets and smartphones. Desktops and laptops show a full view, while tablets and smartphones will remove, non-essential information to allow the system to be operated in a usable fashion.

### Finance

**Research Accounting – General Ledger Codes Management**
- **Released:** September 2018
- The new GLC Request eForm enhances the efficiency and customer experience of the GLC Request process through streamlining and automation. 180 GLC request transactions have been processed to date and feedback on the new digital process reflects a marked improvement for the users and stakeholders. Work continues on Version 2 which includes full integration to the Finance system by year end.

**Travel Auto Approval**
- **Released:** September 2018
- This continuous improvement to the Travel system has reduced the number of manual supervisor and delegate approvals through the automation of approvals for travel that meets a set of predetermined business rules for domestic travel requests. This has significantly reduced the impost on senior staff members (primarily academic) in undertaking administrative approvals.

---

* Single Sign On measurement: 29 Oct – 4 Nov 2018
There are a range of surveys and mechanisms in place to measure staff satisfaction to identify opportunities for improvement and monitor transformation efforts.

Results of the 2018 Administrative Services Survey provides a view of staff satisfaction with administrative services.

### TOP Activities
Administrative activities that ANU staff* are most satisfied with

<table>
<thead>
<tr>
<th>Rank</th>
<th>Activity</th>
<th>Rating distribution</th>
<th>Average rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Grounds and landscape</td>
<td></td>
<td>4.16</td>
</tr>
<tr>
<td>2</td>
<td>Access to research resources (print and online)</td>
<td></td>
<td>4.03</td>
</tr>
<tr>
<td>3</td>
<td>Provision of payroll services</td>
<td></td>
<td>3.95</td>
</tr>
<tr>
<td>4</td>
<td>Management of electronic repository (digital collection)</td>
<td></td>
<td>3.90</td>
</tr>
<tr>
<td>5</td>
<td>Provision and support of student and staff email</td>
<td></td>
<td>3.89</td>
</tr>
<tr>
<td>6</td>
<td>Campus security services and systems including building access</td>
<td></td>
<td>3.83</td>
</tr>
<tr>
<td>7</td>
<td>Organising and coordination of graduations</td>
<td></td>
<td>3.82</td>
</tr>
<tr>
<td>8</td>
<td>Special collections, reserves and archives</td>
<td></td>
<td>3.82</td>
</tr>
<tr>
<td>9</td>
<td>Printery services</td>
<td></td>
<td>3.81</td>
</tr>
<tr>
<td>10</td>
<td>Management of telecommunication services</td>
<td></td>
<td>3.79</td>
</tr>
</tbody>
</table>

### BOTTOM Activities
Administrative activities that ANU staff* are least satisfied with

<table>
<thead>
<tr>
<th>Rank</th>
<th>Activity</th>
<th>Rating distribution</th>
<th>Average rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Parking management</td>
<td></td>
<td>2.68</td>
</tr>
<tr>
<td>2</td>
<td>Usability of university web management tools and publication controls</td>
<td></td>
<td>2.92</td>
</tr>
<tr>
<td>3</td>
<td>Budgeting processes</td>
<td></td>
<td>2.96</td>
</tr>
<tr>
<td>4</td>
<td>Market research and analysis</td>
<td></td>
<td>2.99</td>
</tr>
<tr>
<td>5</td>
<td>Change management support</td>
<td></td>
<td>2.99</td>
</tr>
<tr>
<td>6</td>
<td>Financial systems training and support</td>
<td></td>
<td>3.00</td>
</tr>
<tr>
<td>7</td>
<td>Advice on workforce planning</td>
<td></td>
<td>3.01</td>
</tr>
<tr>
<td>8</td>
<td>Organising and management of the timetable</td>
<td></td>
<td>3.03</td>
</tr>
<tr>
<td>9</td>
<td>Advice and support to students about the transition to the workforce</td>
<td></td>
<td>3.03</td>
</tr>
<tr>
<td>10</td>
<td>Administration of curriculum management processes</td>
<td></td>
<td>3.04</td>
</tr>
</tbody>
</table>

### TOP 5 Service delivery areas
Service delivery areas that ANU staff* are most satisfied with

<table>
<thead>
<tr>
<th>Rank</th>
<th>Service Area</th>
<th>Rating distribution</th>
<th>Average rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Legal Office</td>
<td></td>
<td>3.65</td>
</tr>
<tr>
<td>2</td>
<td>Scholarly Information Services</td>
<td></td>
<td>3.57</td>
</tr>
<tr>
<td>3</td>
<td>Information Technology Services</td>
<td></td>
<td>3.52</td>
</tr>
<tr>
<td>4</td>
<td>Corporate Governance and Risk Group</td>
<td></td>
<td>3.51</td>
</tr>
<tr>
<td>5</td>
<td>Service Improvement Group</td>
<td></td>
<td>3.49</td>
</tr>
</tbody>
</table>

### BOTTOM Service delivery areas
Service delivery areas that ANU staff* are least satisfied with

<table>
<thead>
<tr>
<th>Rank</th>
<th>Service Area</th>
<th>Rating distribution</th>
<th>Average rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Human Resources Division</td>
<td></td>
<td>3.18</td>
</tr>
<tr>
<td>2</td>
<td>Student Recruitment</td>
<td></td>
<td>3.19</td>
</tr>
<tr>
<td>3</td>
<td>International Strategy and Partnerships</td>
<td></td>
<td>3.23</td>
</tr>
<tr>
<td>4</td>
<td>Marketing Office</td>
<td></td>
<td>3.29</td>
</tr>
<tr>
<td>5</td>
<td>Research Services Division</td>
<td></td>
<td>3.34</td>
</tr>
</tbody>
</table>

*Staff surveyed: Senior Executives, academic staff (random sample), Senior Management (SM level), Level 8 professional staff
The International Graduate Insight Group Ltd 2018 conducts international and domestic Student Barometer questionnaires that seek student feedback on topics such as arrival, learning, living, support, recommendation, application and choice of University. The results are compared against comparator groups, both national and international benchmarks. Results for 2018 indicate that the reputation and quality of the ANU are key decision factors for international students. Overall, ANU student satisfaction scores lag behind Go8 and AUS comparator groups for both domestic and international students.

### Domestic Student Satisfaction

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Student % Satisfied</th>
<th>Staff % Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>ANU 2%</td>
<td>Go8 ISB* 2%</td>
</tr>
<tr>
<td></td>
<td>12% 65%</td>
<td>65% 24%</td>
</tr>
<tr>
<td>Arrival</td>
<td>ANU 2%</td>
<td>Go8 ISB 2%</td>
</tr>
<tr>
<td></td>
<td>9% 68%</td>
<td>69% 22%</td>
</tr>
<tr>
<td>Learning Experience</td>
<td>ANU 3%</td>
<td>Go8 ISB 2%</td>
</tr>
<tr>
<td></td>
<td>13% 63%</td>
<td>64% 21%</td>
</tr>
<tr>
<td>Living Experience</td>
<td>ANU 4%</td>
<td>Go8 ISB 3%</td>
</tr>
<tr>
<td></td>
<td>11% 59%</td>
<td>9% 62%</td>
</tr>
<tr>
<td>Support</td>
<td>ANU 4%</td>
<td>Go8 ISB 3%</td>
</tr>
<tr>
<td></td>
<td>15% 69%</td>
<td>12% 15%</td>
</tr>
</tbody>
</table>

### International Student Satisfaction

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Student % Satisfied</th>
<th>Staff % Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>ANU 3%</td>
<td>Go8 ISB 3%</td>
</tr>
<tr>
<td></td>
<td>11% 67%</td>
<td>8% 68%</td>
</tr>
<tr>
<td>Arrival</td>
<td>ANU 1%</td>
<td>Go8 ISB 2%</td>
</tr>
<tr>
<td></td>
<td>11% 71%</td>
<td>8% 70%</td>
</tr>
<tr>
<td>Learning Experience</td>
<td>ANU 2%</td>
<td>Go8 ISB 2%</td>
</tr>
<tr>
<td></td>
<td>13% 67%</td>
<td>8% 70%</td>
</tr>
<tr>
<td>Living Experience</td>
<td>ANU 4%</td>
<td>Go8 ISB 2%</td>
</tr>
<tr>
<td></td>
<td>14% 66%</td>
<td>12% 69%</td>
</tr>
<tr>
<td>Support</td>
<td>ANU 2%</td>
<td>Go8 ISB 3%</td>
</tr>
<tr>
<td></td>
<td>10% 75%</td>
<td>9% 76%</td>
</tr>
</tbody>
</table>

Overall, student satisfaction data indicates the ANU must continue to focus efforts on improving the student experience.

### Staff and Student Satisfaction Comparison by Service Area

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Staff % Satisfied</th>
<th>Student % Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Evaluations</td>
<td>63%</td>
<td>79%</td>
</tr>
<tr>
<td>HDR Supervisor Training</td>
<td>56%</td>
<td>77%</td>
</tr>
<tr>
<td>HDR Student Training</td>
<td>72%</td>
<td>93%</td>
</tr>
<tr>
<td>Counselling Services</td>
<td>71%</td>
<td>71%</td>
</tr>
<tr>
<td>Disability Support</td>
<td>70%</td>
<td>86%</td>
</tr>
<tr>
<td>Orientation</td>
<td>81%</td>
<td>87%</td>
</tr>
<tr>
<td>Careers</td>
<td>51%</td>
<td>82%</td>
</tr>
<tr>
<td>Accommodation Options</td>
<td>87%</td>
<td>78%</td>
</tr>
<tr>
<td>Enrolment</td>
<td>74%</td>
<td>84%</td>
</tr>
<tr>
<td>Curriculum Admin</td>
<td>54%</td>
<td>70%</td>
</tr>
<tr>
<td>International Rec / Agents</td>
<td>65%</td>
<td>88%</td>
</tr>
<tr>
<td>Online Library Resources</td>
<td>93%</td>
<td>91%</td>
</tr>
<tr>
<td>Physical Library Facilities</td>
<td>92%</td>
<td>80%</td>
</tr>
<tr>
<td>Systems</td>
<td>65%</td>
<td>89%</td>
</tr>
<tr>
<td>Network and Infrastructure</td>
<td>76%</td>
<td>85%</td>
</tr>
<tr>
<td>Internet</td>
<td>77%</td>
<td>77%</td>
</tr>
</tbody>
</table>

*For comparative purposes, the “Neutral” rating in the staff survey has been excluded in the calculation of the percentage of staff satisfied, as this is not collected in the student survey.

*Go8 ISB – indicates the average results for Go8 Universities that participate in the International Student Barometer survey collection.
Feedback

To ensure we continuously monitor and improve our service delivery, staff and students are now able to submit feedback through an online form.

University Services Feedback

In January the Vice Chancellor launched an online feedback form, providing staff and students a facility to provide feedback on University services at any point in time. Since then, ANU has received close to 400 pieces of feedback and ideas for improvement. A marketing campaign targeting student in August / September, has seen a large increase in feedback from students.

What’s next

Over the coming months, there will be a review undertaken of future activities to strengthen the framework, including expansion of scope and embedding feedback points in existing customer-facing enterprise systems.

Feedback received through the feedback system will be used to inform short and longer term service improvement activities at ANU.

What students have had to say so far:

Student health and counselling services: Long wait lists mean some students are choosing not to see anyone.

Parking: too little parking; parking at ANU is a nightmare; slim chance of finding a park; parking bays not always clearly marked, meaning selfish parkers take up 2 spaces; missing lectures as can’t find a park after dropping of kids.

Internet/Wi-Fi: Internet/computer infrastructure is unstable; Wi-Fi is patchy and unreliable, disrupting student life and ability to do work; extremely intermittent Wi-Fi connection making studying for exams and submitting assignments very difficult.

Recycling: more recycling and garbage bins across campus

Study spaces: no room for casual study ... with students camping out; needs more computers available in library; number of PCs in the lab is quite limited.
Building Customer Service at ANU

The ANU has proposed a program to build Customer Service Excellence at the ANU, driven by the Resources Plan supporting the ANU Strategic Plan 2017 – 2021. The Program, while in advanced stage of development, has yet to be presented to the Executive for approval.

What is the Customer Service Roadmap?

Being ‘customer orientated’ (or in the words of the Vice Chancellor – ‘being a place that listens and acts with courtesy’) at the ANU will require cultural change in terms of practices, outlook, skills, style and values. To achieve this goal (and meet Resources Initiative 18 in the Resources Plan to ‘Build a service culture that is committed to improving our service levels year-on-year’, the Building Customer Service at ANU Road Map has three key strategic objectives:

Embed a culture of excellence in ANU customer service via delivery of:

- A seamless, transparent, personalised and consistent customer service experience at all points of contact
- At-hand and on-time information and support for ANU customers.

Enable collaboration and innovation in delivering customer service via:

- The collaborative development and implementation of customer service initiatives across divisions
- Completing customer-led needs analysis and supporting, resourcing and promoting agile response initiatives.
- Breaking down barriers to empower staff to enact change and be responsible and accountable.

Implement systems and process to support staff to continuously improve the customer service culture at the ANU including:

- A University Wide Behavioural Framework for All Staff
- The alignment of Performance Development Reviews with the Behavioural Framework

The Strategy Pillars

The Customer Service Roadmap addresses three pillars, which are underlined by an empathetic approach to those we serve.

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Expectations</th>
<th>Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will build our customer’s trust through our actions and behaviours</td>
<td>We will manage our customers expectations</td>
<td>We will remove unnecessary obstacles, impediments and bureaucracy to help our customers quickly and easily</td>
</tr>
</tbody>
</table>

Empathy

We will practice actions and behaviours which will create strong relationships with our customers

Eight Strategy Dimensions of the Roadmap

<table>
<thead>
<tr>
<th>Governance and Leadership</th>
<th>A decision structure to manage priorities and actions. The role of senior leadership is to set the vision, remove roadblocks and set the tone.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy and Policy</td>
<td>A clear framework for the ideal customer experience that sets the expectations for staff to deliver it consistently.</td>
</tr>
<tr>
<td>Feedback and Analytics</td>
<td>Listening to our customers. How we know we are making progress and how we identify and prioritise continuous improvement.</td>
</tr>
<tr>
<td>Infrastructure and Systems</td>
<td>The digital and physical innovation to support best customer experience.</td>
</tr>
<tr>
<td>Process and Quality</td>
<td>End-to-end process improvement and consistent service experiences.</td>
</tr>
<tr>
<td>Training</td>
<td>Training and developing our people to deliver great experiences for our customers.</td>
</tr>
<tr>
<td>Communication and Engagement</td>
<td>Keeping customers informed. Communicating and showing we care.</td>
</tr>
<tr>
<td>People and Culture</td>
<td>Recruiting, rewarding and empowering staff to provide the best customer experience.</td>
</tr>
</tbody>
</table>

Activity to Date / Next Steps

The strategy and roadmap has been co-developed and discussed with various customers across the University

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>September to November 2018</td>
<td>Co-designed strategy and roadmap with College General Managers, ANUSA / PARSA and Service Division Directors.</td>
</tr>
<tr>
<td>December 2018</td>
<td>Consultation with ANU Senior Executive</td>
</tr>
<tr>
<td>Date</td>
<td>Venue</td>
</tr>
<tr>
<td>-------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>14 September</td>
<td>Sir Roland Wilson Building</td>
</tr>
<tr>
<td>17 September</td>
<td>China in the World</td>
</tr>
<tr>
<td>18 September</td>
<td>Parliament House</td>
</tr>
<tr>
<td>18 September</td>
<td>Vice-Chancellor Boardroom</td>
</tr>
<tr>
<td>18 September</td>
<td>The Hall, University House</td>
</tr>
</tbody>
</table>
| 18 September| Mural Hall, Parliament House   | SCAPA                                       | Australian National Internships Program (ANIP) 25th Anniversary Reception. Vice-President (Engagement and Corporate Affairs) attended the reception representing the Vice-Chancellor. In attendance:  
- Mr Don Farrell, Senator for South Australia  
- The Hon Mr Joel Fitzgibbon MP, Member for Hunter, New South Wales  
- Mr Julian Hill MP, Member for Bruce, Victoria  
- Ms Emma Husar MP, Member for Lindsay, New South Wales  
- The Hon Mr Michael Keenan MP, Member for Stirling, Western Australia  
- Mr Matt Keogh MP, Member for Burt, Western Australia  
- Ms Cathy McGowan MP, Member for Indi, Victoria  
- Mr Rob Mitchell MP, Member for McEwen, Victoria  
- Mr Ben Morton MP, Member for Tangney, Western Australia  
- Mr Graham Perrett MP, Member for Moreton, Queensland  
- Ms Maria Vamvakinou MP, Member for Calwell, Victoria  
- Senator Ms Janet Rice, Senator for Victoria  
- Senator Ms Rachel Siewert, Senator for Western Australia  
- Ms Jane Bartlett, First Secretary, Australian High Commission, Kuala Lumpur  
- Ms Jess Miller, Deputy Lord Major, City of Sydney |
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Attendee/Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 September</td>
<td>Parliament House</td>
<td>Office of the Vice-Chancellor</td>
</tr>
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<tr>
<td>20 September</td>
<td>Finkel Theatre</td>
<td>ANU Department of Quantum Science</td>
</tr>
<tr>
<td>20 September</td>
<td>Llewellyn Hall</td>
<td>Office of the Vice-Chancellor</td>
</tr>
<tr>
<td>21 September</td>
<td>Hedley Bull Atrium</td>
<td>Coral Bell School of Asia Pacific Affairs</td>
</tr>
<tr>
<td>21 September</td>
<td>Hedley Bull atrium</td>
<td></td>
</tr>
<tr>
<td>24 September</td>
<td>Mills Room, Chancery Building</td>
<td>Office of the Vice-Chancellor</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Details</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------</td>
<td>-------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>25 September</td>
<td>Government House, SCAPA</td>
<td>Governor-General Cosgrove and Lady Cosgrove hosted a reception for Tuckwell Scholars led by Professor Mike Calford, Provost.</td>
</tr>
<tr>
<td>26 September</td>
<td>Molonglo Theatre, Crawford, SCAPA</td>
<td>Meet the Author event: Peter Mares in conversation with Andrew Leigh MP</td>
</tr>
<tr>
<td>27 September</td>
<td>Drawing Room, University House</td>
<td>The Portuguese Ambassador His Excellency Mr Paulo Cunha-Alves attended the premiere performance of Pleistocene Landscapes. The performance was a composition for solo flute by Andrew Pinto Corriea, the Laureate Programs current visiting fellow a composition.</td>
</tr>
<tr>
<td>27 September</td>
<td>Common Room, Uni House, ANU Research School of Population Health</td>
<td>Minister Meegan Fitzharris launched the Our Health in our hands project. The Minister was met and introduced by Professor Mike Calford, Provost.</td>
</tr>
<tr>
<td>2 October</td>
<td>Finkel Theatre, ANU Strategic and Defence Studies Centre</td>
<td>Women in International Security (WiIS) Seminar was addressed by Ms Frances Adamson, Secretary DFAT on Shaping Australia’s role in Indo-Pacific security in the next decade</td>
</tr>
<tr>
<td>3 October</td>
<td>Burgmann College, Burgmann College</td>
<td>Provost to attend EM Cumming Essay</td>
</tr>
<tr>
<td>3 October</td>
<td>Common Room, Uni House, SCAPA/Order of Australia Awards</td>
<td>Order of Australia lecture by Ann McGrath</td>
</tr>
</tbody>
</table>
| 4 October   | Centre for European Studies, Centre for European Studies and European Union | Asia-Pacific Research and Advice Network (APRAN) Event Discussing strategy: concepts of the Indo-Pacific & Connectivity. 20 HEs attending:  
- His Excellency Dr Bernhard Zimburg, Ambassador, Embassy of Austria  
- His Excellency Mr Marc Mullie, Ambassador, Royal Belgian Embassy  
- Mr Petar Nikolaev, Chargé d'affaires a.i. Embassy of Bulgaria  
- His Excellency Dr Damir Kusen, Ambassador, Embassy of the Republic of Croatia  
- His Excellency Mrs Martha Mavrommadi, High Commissioner, High Commission of Cyprus  
- Mr Ondrej Bohac, Chargé d'Affaires a.i. Embassy of the Czech Republic  
- His Excellency Mr Tom Helge Nørring, Ambassador, Royal Danish Embassy  
- His Excellency Mr Andres Unga, Ambassador, Embassy of the Republic of Estonia  
- His Excellency Mr Lars Backström, Ambassador, Embassy of Finland  
- His Excellency Mr Christophe Penot, Ambassador, Embassy of France  
- Her Excellency Dr Anna Prinz, Ambassador, Embassy of the Federal Republic of Germany  
- Her Excellency Mrs Ekaterini Xagorari, Ambassador, Embassy of Greece  
- His Excellency Dr István Mikola, Ambassador, Embassy of Hungary |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 October</td>
<td>China in the World</td>
<td>SCAPA</td>
<td>Meet the Author: <em>Tim Flannery in conversation with David Lindenmayer</em></td>
</tr>
<tr>
<td>5 October</td>
<td>Hedley Bull Atrium</td>
<td>School of History, Research School of Social Sciences</td>
<td>The Vice-Chancellor launched the book <em>Found in translation</em> by Peter Yu.</td>
</tr>
<tr>
<td>5 October</td>
<td>China in the World</td>
<td>SCAPA</td>
<td>Meet the Author event: Laura Tingle in conversation with Fleur Anderson</td>
</tr>
<tr>
<td>6 October</td>
<td>Hayden Allen, The Tank</td>
<td>Malaysian Student Organisation</td>
<td>Tea session with the Malaysian High Commissioner.</td>
</tr>
<tr>
<td>8 October</td>
<td>Colonial Theatre (Sydney)</td>
<td>General Sir John Monash Foundation</td>
<td>The Vice-Chancellor delived the 2018 John Monash Scholarship Oration</td>
</tr>
<tr>
<td>8 October</td>
<td>CIW</td>
<td>SCAPA</td>
<td>Meet the Author: In conversation with Nadia Wheatley &amp; Marion Halligan</td>
</tr>
<tr>
<td>10 October</td>
<td>SA 5 Building</td>
<td>SCAPA</td>
<td>The Vice-Chancellor announced and unveiled the name of SA5 Building – <em>Wamburun</em>. Mr Wally Bell, Indigenous elder delivered the <em>Welcome to Country</em> and along with the Vice-Chancellor unveiled the plaque</td>
</tr>
<tr>
<td>10 October</td>
<td>Allan Barton Forum</td>
<td>SCAPA/ANU Counselling</td>
<td>World Mental Health Day Panel with Pro Vice-Chancellor (University Experience)</td>
</tr>
<tr>
<td>10 October</td>
<td>Llewellyn Hall</td>
<td>ANU School of Music</td>
<td>The Vice-Chancellor presented the <em>Distinguished Music Award</em> to Mick Jones of Foreigner</td>
</tr>
<tr>
<td>10 October</td>
<td>Melville Hall</td>
<td>SCAPA</td>
<td>Pizza with Brian – student forum</td>
</tr>
<tr>
<td>10 October</td>
<td>Coombs Lecture theatre</td>
<td>SCAPA</td>
<td>Meet the Author: In conversation with Gillian Triggs &amp; Skye Saunders</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Department/Event Description</td>
<td></td>
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</tr>
<tr>
<td>11 October</td>
<td>Baldessin Precinct Building</td>
<td>ANU School of Culture, History &amp; Language: His Excellency Mr Tha Aung Nyun, Ambassador for the Republic of the Union of Myanmar, attend the ANU celebration of the Burmese End of Year.</td>
<td></td>
</tr>
<tr>
<td>12 October</td>
<td>Vice-Chancellor’s Residence</td>
<td>SCAPA: Vice-Chancellor’s monthly drinks to celebrate professional and academic staff.</td>
<td></td>
</tr>
<tr>
<td>15 October</td>
<td>German Embassy</td>
<td>Berlin State Secretary for Science &amp; Research, Mr Steffen Krach.</td>
<td></td>
</tr>
<tr>
<td>15 October</td>
<td>OVC Boardroom</td>
<td>German Embassy: President of German Bundesrat delegation.</td>
<td></td>
</tr>
<tr>
<td>15 October</td>
<td>Boat House</td>
<td>German Embassy: Provost to attend cocktail reception for German delegation.</td>
<td></td>
</tr>
<tr>
<td>16 October</td>
<td>University House</td>
<td>ANU International Relations Society: Women in Politics and International Relations Breakfast. In attendance were Ms Gai Brodsmann MP, Shadow Assistant Minister for Defence and Cyber Security and Ms Claire Momsen, UN Women Australian National Committee.</td>
<td></td>
</tr>
<tr>
<td>16 October</td>
<td>CIW</td>
<td>SCAPA: Meet the Author: In conversation with Robyn Williams &amp; Alex Sloan.</td>
<td></td>
</tr>
<tr>
<td>17 October</td>
<td>Parliament House</td>
<td>Sustainable Farms, Fenner School of Environment and Society: The Provost hosted Minister Littleproud for the launch of the Sustainable Farms project.</td>
<td></td>
</tr>
<tr>
<td>17 October</td>
<td>Great Hall, Parliament House</td>
<td>The Provost attended the 2018 Prime Minister's Prizes for Science.</td>
<td></td>
</tr>
<tr>
<td>18 October</td>
<td>Swiss Embassy</td>
<td>Swiss Embassy: Professor Mick Cardew-Hall attended the Swiss Embassy Prize presentation.</td>
<td></td>
</tr>
<tr>
<td>18 October</td>
<td>Parliament House Theatre</td>
<td>SCAPA: End of life care public event partnered with The Conversation. The Provost welcomed and introduced the Hon Ken Wyatt MP, Minister for Senior Australians and Age Care and Minister for Indigenous Health.</td>
<td></td>
</tr>
<tr>
<td>19 October</td>
<td>University House</td>
<td>ANU National Centre for Latin American Studies and School of Politics and International Relations: Afternoon tea with members of the Latin American community. Ambassadors in attendance: His Excellency Mr Jairo Hernandex, Costa Rica; His Excellency Mr Patricio Powell, Chile; His Excellency Mr Jaime Bueno, Columbia; His Excellency Mr David Gasparri, Venezuela; His Excellency Mr Daniel Crus, El Salvador; His Excellency Mr Esteban Melgarejo, Uruguay.</td>
<td></td>
</tr>
<tr>
<td>21 October</td>
<td>University House</td>
<td>APRU, Risk, Resilience and Reconstruction conference.</td>
<td></td>
</tr>
<tr>
<td>22 October</td>
<td>University House</td>
<td>SCAPA: Canberra Convention Network hosted ANU academic and research staff on the benefits of hosting an international conference in Canberra. The Vice-Chancellor presented a business events case study. Other speakers included: Ms Kimberley Wood, Director of International Bidding, Canberra Convention Bureau; Mrs Leanne Gollash CEM, Managing Director, Conference Logistics and Dr Alan Richardson, Senior Principal Research Scientist, CSIRO Agriculture and Food.</td>
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</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Type</td>
<td>Details</td>
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</tr>
<tr>
<td>22 October</td>
<td>University House</td>
<td>IS &amp;P</td>
<td>Risk, Resilience and Reconstruction conference convened by ANU and the Association of Pacific Rim Universities (APRU). Speakers included: Her Excellency Ms Connie Secaira, Ambassador for Guatemala. Other VIPs in attendance included: His Excellency Mr Logvinov, Ambassador for Russia.</td>
</tr>
</tbody>
</table>
| 22 October | Finkel Theatre       | SCAPA            | The Vice-Chancellor introduced Professor Mark Kendall as he delivered the public lecture WearOptimo and ANU: Towards a healthcare future within the fourth industrial revolution. In attendance:  
  - Ms Meegan Fitzharris MLA, ACT Minister for Health and Wellbeing, Minister for Medical and Health Research and Minister for Higher Education.  
  - Mr Michael De’Ath, Director General, ACT Health  
  - Professor Alan Bond, Emeritus Professor, School of Chemistry, Monash University  
  - Ian Rhodes, Adviser, WearOptimo (ex CEO McLaren Tech Group)  
  - Erica Kneipp, Assistant Secretary, Office of Health and Medical Research, Department of Health  
  The Vice-Chancellor hosted a dinner following the lecture at University House. |
<p>| 23 October | University House     | CBE              | Women in Economics Student Mentoring Program                                                                                               |
| 23 October | tba                  | ANU College of Business and Economics (CBE) | CBE hosted a lecture delivered by Russian Ambassador His Excellency Mr Grigory Logvinov Global business immersion to Russia |
| 23 October | Senate Alcove, Parliament House | SCAPA | The Vice-Chancellor hosted The Space Institute launch by The Hon Karen Andrews MP, Minister for Industry, Innovation and Science. |
| 24 October | VC Conference Room   | ANU International Strategy and Partnerships | The Vice-Chancellor met with a German delegation from the Ministry of Science and Education. German Ambassador Her Excellency Dr Anna Prinz was in attendance. |
| 24 October | University House     | CAP Student group | Ambassador and student networking breakfast                                                                                             |
| 24 October | SCAPA                |                 | Senator Pratt meeting                                                                                                                    |
| 24 October | ANU                  | German Embassy   | Parliamentary State Secretary Thomas Rachel and delegation                                                                            |
| 25 October | CIW                  | SCAPA            | Meet the Author: In conversation with Kerry-Anne Walsh &amp; Karen Middleton                                                                |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Organization</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>26 October</td>
<td>Crawford School</td>
<td>SCAPA</td>
<td>Vice-Chancellor hosted postgraduate students for a lunchtime forum to discuss their views on campus; and answer questions about the vision of the University</td>
</tr>
<tr>
<td>26 October</td>
<td>National Convention Centre</td>
<td>OVC/SCAPA</td>
<td>VC Delivered Nisbet Oration: Royal Australian and New Zealand College of Radiologists Annual Scientific Meeting</td>
</tr>
<tr>
<td>27 October</td>
<td>The Hall, University House</td>
<td>SCAPA</td>
<td>Eat, Drink and be Literary Dinner with Richard Glover</td>
</tr>
<tr>
<td>30 October</td>
<td>CIW</td>
<td>SCAPA</td>
<td>Meet the Author: Elizabeth Kleinhenz &amp; Chris Wallace in conversation</td>
</tr>
<tr>
<td>31 October</td>
<td>RN Robertson Building</td>
<td>Office of the Minister of Education</td>
<td>The Hon Dan Tehan, Minister of Education tour the facilities of Research School of Biology and announced the findings of the 2018 Graduate Outcomes Survey – Longitudinal. The Provost welcomed the Minister and introduced him to the media</td>
</tr>
<tr>
<td>31 October</td>
<td>Crown Plaza</td>
<td>SCAPA</td>
<td>The Minister of Education the Hon Dan Tehan launched the Significant Capital Ventures, a joint program between ANU, Hindmarsh, University of Canberra, University of Technology Sydney, Deakin University and University of Wollongong. Professor Dan Shaddock spoke of the significance of the venture to assist with commercialising research ideas into products and services that will help improve the lives of citizens.</td>
</tr>
<tr>
<td>31 October</td>
<td>Molonglo Theatre</td>
<td>SCAPA</td>
<td>Meet the Author: In conversation with David Speers &amp; Mark Kenny</td>
</tr>
<tr>
<td>31 October</td>
<td>Finkel Theatre</td>
<td>ANU College of Law</td>
<td>Lionel Murphy Foundation lecture Competition policy an inequality: building on Lionel Murphy's legacy delivered by the Hon Dr Andrew Leigh MP</td>
</tr>
</tbody>
</table>
| 1 November | National Security College         | ANU National Security College | Visit to NSC led by United States Navy, Chief of Naval Operations. In attendance:  
  * AVM (Ret'd) Peter Nicholson AM, IFRS  
  * CDRE Michele Miller, RAN  
  * CDRE (Ret'd) Richard Menhinick AM CSC, RAN  
  * CMDR Mike Doncaster, RAN  
  * CAPT Aaron Nye CSC, RAN  
  * CDRE Peter Leavy CSM, RAN  
  * VADM Noonan AO, RAN  
  * CAPT Eric Young, RAN, Chief of staff, Chief of Navy, Navy Headquarters  
  * Victoria Krikorian, USN  
  * CAPT Antonio DeFrias, USN  
  * ADM John Richardson, USN  
  * CAPT Sean Andrews RAN, Director Sea Power Centre – Australia, Royal Australian Navy Department of Defence |
<p>| 1 November | Hedley Bull Atrium                | ANU Indonesia Project | The Chancellor launched Dr Marty Natalegawa’s book Does Asean matter? A view from within. The launch was followed by dinner at University House |
| 1 November | China in the World                | ANU Centre for International and Public Law | Public lecture Eyes on spies: why and how? Delivered by The Hon Margaret Stone FAAL, Inspector-General of Intelligence and Security. |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
<th>Location</th>
<th>Organizer</th>
<th>Details</th>
</tr>
</thead>
</table>
| 2-3 Nov    | Public Law Weekend presenters included:                | ANU College of Law |                            | Justice Stephen Gagelar, High Court Australia  
Justice Janine Prithard, Court of Appeal of Western Australia  
Justice John Basten, NSW Court of Appeal  
Justice Rachel Pepper, NSW Land and Environment Court  
Justice John Griffths, Federal Court of Australia |
| 5 November | Stanner room, University House ANU Centre for European Studies | Stanner room, University House | ANUCES                      | ANU Centre for European Studies hosted the German Academic Exchange Service or DAAD (German: Deutscher Akademischer Austauschdienst) delegation. |
| 5 November | Crawford building ANU Indonesia Project                | Crawford building | ANU Indonesia Project       | ANU hosted a Guest of Government visit by Indonesian Finance Minister, Sri Mulyani Indrawati and her delegation. She met with the Pro Vice-Chancellor (Education) and staff of the ANU Indonesia Project, followed by a Pre-High Policy Level Dialogue. The Minister then presented a public lecture. She also met with Indonesian students studying in Canberra over lunch. |
| 7 November | Copland Theatre SCAPA Meet the Author: Jane Harper & Alex Sloan | Copland Theatre | SCAPA                      | Meet the Author: Jane Harper & Alex Sloan                                                                                                                                                      |
| 9 November | ANU Centre for European Studies ANU CES                | ANU Centre for European Studies | ANU CES                    | EU Ambassador book launch *So distant, so close: Australia and the European Union in the 21st century.* Ambassadors in attendance:  
  - His Excellency Dr Michael Pulch, Ambassador of the European Union to Australia  
  - His Excellency Mr Tom Nørring, Ambassador, Danish Embassy  
  - His Excellency Dr Bernhard Zimburg, Ambassador, Austrian Embassy  
  - Ms Denise Demicoli, Deputy High Commissioner, Malta High Commission  
  - Mrs Halyna Yusypiuk, Deputy Head of Mission, Embassy of Ukraine  
  - Mr Ioannis Ferentinos, Deputy Head of Mission/Counselor, Embassy of Greece  
  - Ms Gerda Winkler, Deputy Head of Mission, German Embassy  
  - Mr Iurii Prokhorov, Attaché, Embassy of the Russian Federation  
  - Mr Carlos Oliveira, Chrgé D' Affaires a.i., Embassy of Portugal  
  - Mr Stefano Vescovi, Deputy Head of Mission, Embassy of Switzerland  
  - Mrs Martha Mavrommati, High Commissioner of the Republic of Cyprus, Cyprus High Commission |
<p>| 12 - 16 Nov| Queensland ANU on Tour                                | Queensland        | SCAPA                      | ANU on Tour                                                                                                                                                                                |
| 12 November| Old Canberra House, Crawford Professor Michael Cardew-Hall met and introduced ACT Minister Meeghan Fitzharris to the China Scholarship Council students where she presented her perspective on higher education in the ACT and the importance of the sector to Canberra's economic and social development. | Old Canberra House, Crawford | ANU Enterprise               | ANU Enterprise                                                                                                                                                                              |
| 12 November| CIW                                                    | CIW               | SCAPA                      | Meet the Author: Minette Walters &amp; Alex Sloan                                                                                                                                               |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 November</td>
<td>China in the World</td>
<td>The Hon Bob Carr presented the China in the World Annual Lecture <em>Australia China Relations crossroads.</em></td>
</tr>
<tr>
<td>14 November</td>
<td>Boffins</td>
<td>Professor Paul Pickering and Dr Dorothy Horsfield hosting Russian Ambassador, His Excellency Mr Grigory Logvinov.</td>
</tr>
</tbody>
</table>
Australian National University - Research Services Division

Grants and Consultancies
Awarded between 13 September 2018 and 14 November 2018

College of Arts and Social Science................................................................................................................................... 2
College of Asia and the Pacific............................................................................................................................................. 3
College of Engineering and Computer Science ................................................................. 4
College of Health and Medicine ........................................................................................ 4
College of Science .................................................................................................................................................. 6

Caveats:
1. The amount shown reflects the funds that were awarded for the entire grant/consultancy, grouped against the primary funds provider.
2. Although many grants/consultancies are collaborative efforts involving more than one area of the ANU, they are reported under the college of the primary department.
3. All amounts reported are in Australian dollars.
4. In a few cases the amount reported is shown as “funding amount TBC”. This can be for a variety of reasons, such as the contract is still under negotiation.
### College of Arts and Social Science

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Universities Australia</td>
<td>A/Prof Vladimir Canudas-Romo</td>
<td>Cross-sectional Inequality in Lifespan</td>
<td>$24,000</td>
</tr>
<tr>
<td>Australian Institute of Health and Welfare (AIHW)</td>
<td>A/Prof Benjamin Edwards</td>
<td>AIHW Veteran Justice scoping project</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Economic &amp; Social Research Council UK</td>
<td>Prof Matthew Gray</td>
<td>ESRC Centre: Sanctions, support &amp; behaviour change</td>
<td>funding amount TBC</td>
</tr>
</tbody>
</table>
## College of Asia and the Pacific

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Department of the Prime Minister and Cabinet</td>
<td>Dr Shiro Armstrong</td>
<td>Australia-US Cooperation Review</td>
<td>$50,000</td>
</tr>
<tr>
<td>French Ministry of Foreign Affairs, NC</td>
<td>Prof Serge Tcherkezoff</td>
<td>Pacific Affairs Collaboration ANU-UNC-UPF</td>
<td>$44,605</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof Paul Hutchcroft</td>
<td>Supporting the rules-based order in Southeast Asia</td>
<td>$999,897</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr Nicole Haley</td>
<td>National Election Observation (Solomon Islands)</td>
<td>$710,000</td>
</tr>
<tr>
<td>Sax Institute, The</td>
<td>Dr Sharon Friel</td>
<td>Project Funding Agreement (for Boosting Prevention Projects) Subcontract</td>
<td>$272,987</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr John Blaxland</td>
<td>AusCSCAP 2018-19 (DFAT portion)</td>
<td>$95,000</td>
</tr>
</tbody>
</table>
### College of Engineering and Computer Science

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<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof Pallage (Thushara) Abhayapala</td>
<td>Planar microphone array for spatial audio recording</td>
<td>$50,000</td>
</tr>
<tr>
<td>Universities Australia</td>
<td>Dr Changbin (Brad) Yu</td>
<td>Event-Based Algorithms for Coordination of Multi-Agent Systems: Theories and Implementation</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

### College of Health and Medicine

<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>National Health and Medical Research Council (NHMRC)</td>
<td>Prof Ian Cockburn</td>
<td>Modifying the B cell response to Plasmodium to make better vaccines</td>
<td>$963,804</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Dr Si Ming Man</td>
<td>Interferon-inducible proteins in the innate immune defence against bacteria</td>
<td>$804,294</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Dr Keisuke Horikawa</td>
<td>Oncogenic signalling crosstalk between MYD88 and CD79B mutations</td>
<td>$848,386</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Dr Si Ming Man</td>
<td>Host recognition of bacterial toxin</td>
<td>$694,292</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
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</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Prof Ross Hannan</td>
<td>Harnessing the Nucleolar Surveillance Response to Treat Disease</td>
<td>$1,056,952</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Dr Grace Joshy</td>
<td>Quantifying Mortality Incorporating Multiple Causes of Death: Optimising Data for Policy and Practice</td>
<td>$853,794</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Prof Ross Hannan</td>
<td>Targeting RNA Polymerase I to treat Cancer</td>
<td>$1,165,028</td>
</tr>
<tr>
<td>Konan Medical USA, Inc.</td>
<td>Dr Ted Maddess</td>
<td>Objective Perimetry Methods</td>
<td>$160,000</td>
</tr>
<tr>
<td>ACT Department of Education and Training</td>
<td>Prof Katherine J Reynolds</td>
<td>2018 school climate survey delivery, analysis and research</td>
<td>$480,000</td>
</tr>
<tr>
<td>Department of Child Safety, Youth and Women</td>
<td>Dr Tegan Cruwys</td>
<td>ANU, UQ and Safer School Initiative</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Coalition for Epidemic Preparedness Innovations</td>
<td>Dr Charani Ranasinghe</td>
<td>Rapid Response Pipeline for Stabilized Subunit Vaccines</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Beta Therapeutics Pty Ltd</td>
<td>Dr Riccardo Natoli</td>
<td>Beta Therapeutics Annexure 18 Work Order</td>
<td>funding amount TBC</td>
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</tbody>
</table>
## College of Health and Medicine

<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>ARC Centre of Excellence for Integrative Brain Function</td>
<td>Dr Vincent Daria</td>
<td>Dendritic spikes in apical obliques of L5 pyramidal neurons</td>
<td>$19,136</td>
</tr>
<tr>
<td>Commonwealth Department of Health</td>
<td>Mr Raymond Lovett</td>
<td>Proposal to evaluate the Tackling Indigenous Smoking program, on behalf of the Department of Health</td>
<td>funding amount TBC</td>
</tr>
</tbody>
</table>

## College of Science

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<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
<td>Dr Adele Lehane</td>
<td>Understanding high-level resistance to antimalarial PfATP4 inhibitors</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Australian Academy of Science</td>
<td>Dr Sambasivam Periyannan</td>
<td>Protecting Australia’s Eucalypt landscape from myrtle rust invasion by rapid identification of natural resistance</td>
<td>$16,992</td>
</tr>
<tr>
<td>Universities Australia</td>
<td>Prof Yuri Kivshar</td>
<td>Topological and nonreciprocal nanophotonics</td>
<td>$22,600</td>
</tr>
<tr>
<td>Royal Zoological Society of NSW</td>
<td>Ms Renee Hartley</td>
<td>The impact of large invasive herbivores on alpine and subalpine ecosystems; a case study of an Endangered alpine skink</td>
<td>$6,500</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
<td>Prof Albert Van Dijk</td>
<td>TERN VII - Landscapes</td>
<td>$140,000</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
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</tr>
<tr>
<td>Australian IODP Office</td>
<td>Dr Katharine Grant</td>
<td>African Humid Periods through the Pliocene</td>
<td>$20,000</td>
</tr>
<tr>
<td>Australian IODP Office</td>
<td>Dr Laura Rodriguez Sanz</td>
<td>Global ice-volume changes leading to the Mid-Pleistocene transition</td>
<td>$9,975</td>
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<tr>
<td>Partnership for Clean Competition Research</td>
<td>A/Prof Malcolm McLeod</td>
<td>Essential reference materials to advance the long-term detection of testosterone abuse</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Collaborative</td>
<td></td>
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</tr>
<tr>
<td>Zoos Victoria</td>
<td>Mr Alexander Mikheyev</td>
<td>Conservation genomics of the Lord Howe Island Stick Insect</td>
<td>$20,000</td>
</tr>
<tr>
<td>Commonwealth Department of the Environment</td>
<td>Mr Dejan Stojanovic</td>
<td>Emergency intervention to save the orange-bellied parrot from extinction</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>and Energy</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Australian Mathematical Sciences Institute</td>
<td>Dr Paul Tregoning</td>
<td>APR Internship (Veronika Emetc): INT - 0503 &amp; Electric Vehicles (EVs) &amp; Connected and Automated Vehicles (CAVs) Transport, Performance &amp; Analytics (TPA)</td>
<td>$23,500</td>
</tr>
<tr>
<td>Northrop Grumman Corporation</td>
<td>Prof John Close</td>
<td>Laguerre Gaussian beams to measure rotation</td>
<td>$62,899</td>
</tr>
<tr>
<td>Australian Nuclear Science &amp; Technology</td>
<td>Dr Andrew Berry</td>
<td>The oxidation state of cerium as an indicator of the ore-fertility of mountain belts</td>
<td>$1,564</td>
</tr>
<tr>
<td>Organisation (ANSTO)</td>
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</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
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<tr>
<td>NSW Office of Environment and Heritage</td>
<td>Dr Adrienne Nicotra</td>
<td>Assessing adaptive capacity of species in Threatened Ecological Communities by mapping thermal tolerance thresholds</td>
<td>$TBC</td>
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