COUNCIL

The 441st meeting of the Council will be held at 9:15 am on Friday 21 July 2017 in the R C Mills Room, Chancery. Any additional papers and briefing materials will be available in the Mills Room from 8.30am.

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

Chris Reid
Director, Corporate Governance and Risk Office

AGENDA SUMMARY

Part 1 - Procedural Items
* 1. Announcements and Apologies ................................................................. 4
* 2. Leave of Absence ....................................................................................... 4
* 3. Disclosure of Material Personal Interest .................................................. 4
* 4. Arrangement of Agenda ........................................................................... 4
*C 5. Minutes .................................................................................................... 4

Part 2 – Key Business Items
*C 6-10 Confidential to Council Members

Part 3 – Strategic Issues
* 11. Societal Transformation........................................................................... 7

Part 4 – Other Matters for Decision
12. Council Committee Membership ............................................................... 8
13. Tuition Fee Bands and Fee Adjustment Bands for ANU Programs for 2018 and 2019 ........................................................................................................... 10
14. Coursework Tuition Fees for 2018 Schedule 2 Programs and Courses Delivered by ANU College ................................................................. 14
* 15. Kioloa Coastal Campus Master Plan ......................................................... 17
16. Item removed prior to meeting
*C 17. ANU Council Charter ............................................................................. 20
*C 18. ANU Governance Statute ....................................................................... 22
20. ANU College Governance Statute and Interpretation Statute .................. 27
21. Ethics Committees 2016 Annual Reports .................................................. 29
22. ANU Students’ Association Incorporated Constitutional Amendments .... 30
23. ANU Fraud Control Framework ................................................................. 32
24. Naming Proposal – Violet McKenzie Chair .............................................. 35
25. Change of Names for Research Schools, ANU College of Law ............... 37

Part 5 – Other Matters for Noting
*C 26-33 Confidential to Council Members
34. Academic Board ........................................................................................ 41
35. Power of Attorney ...................................................................................... 43
36. University Seal Report .............................................................................. 44
37. Report of Significant Visits and Events, Grants and Consultancies

Part 6 – Other Business

* 38. Question Time

* 39. Other Business

40. Next Meeting

ATTACHMENTS
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 non-confidential agenda and minutes for meetings of Council are available on the Internet at the URL: http://www.anu.edu.au/about/governance/committees/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

There are no apologies for this meeting.

The Chair may speak.

* 2 LEAVE OF ABSENCE

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

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

* 3 DISCLOSURE OF MATERIAL PERSONAL INTEREST

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

* 4 ARRANGEMENT OF AGENDA

1. The Chair will ask whether any further items should be considered confidential.
2. The Chair will ask whether any further items should be starred for discussion.
3. The Vice-Chancellor will move that the unstarred items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Agenda Item 39, Other Business.
5. The Chair will ask if there are any agenda items that need to be re-sequenced.

* C5 MINUTES

**RECOMMENDATION** It is recommended that the Council confirm the minutes of the meeting held on 26 May 2017 (159/2017).
THE AUSTRALIAN NATIONAL UNIVERSITY
COUNCIL MINUTES
CONFIDENTIAL

The 440th meeting of the Council was held at 9:15am on Friday 26 May 2017, in the R C Mills Room, Level 3, Chancelry Building, ANU campus, Canberra.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

*C 6 - 10  Confidential to Council Members
PART 3 – STRATEGIC ISSUES

*11. SOCIETAL TRANSFORMATION

PURPOSE
To consider the issues raised in the Vice-Chancellor’s presentation about actions underway to implement the University’s Societal Transformation Plan.

PREPARED BY
Office of the Vice-Chancellor

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council consider the issues raised in the Vice-Chancellor’s presentation about actions underway to implement the University’s Societal Transformation Plan.

ACTION REQUIRED
☑ For discussion ☐ For decision ☐ For information

ATTACHMENT
11.1 Societal Transformation presentation, July 2017 (251/2017).

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

12. COUNCIL COMMITTEE MEMBERSHIP

PURPOSE
For Council to approve changes to the membership of the Audit and Risk Management Committee.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council approve the replacement of Ms Naomi Flutter with Ms Anne-Marie Schwirtlich AM, as a member of the Audit and Risk Management Committee, for the period 21 July 2017 until 30 June 2019.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

BACKGROUND
All Committees of Council, other than the Nominations Committee, are solely governed by their respective Charter, as approved by the Council. The Charters provide for, amongst other things, the membership of each Committee.

The current membership of the Audit and Risk Management Committee is:

<table>
<thead>
<tr>
<th>Position</th>
<th>Member</th>
<th>Term expiry</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Chair</td>
<td>Mr Geoff Knuckey</td>
<td>30 June 2018</td>
</tr>
<tr>
<td>One member of Council, who may not be a student or an employee of the University</td>
<td>Ms Naomi Flutter</td>
<td>30 June 2018</td>
</tr>
<tr>
<td>Up to four independent members</td>
<td>Mr Jeremy Chandler</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Mr Mark Ridley</td>
<td>30 June 2018</td>
</tr>
<tr>
<td></td>
<td>Ms Janine McMinn</td>
<td>30 June 2018</td>
</tr>
<tr>
<td>Chair, Finance Committee</td>
<td>Mr Graeme Samuel AC</td>
<td>Ex-officio</td>
</tr>
</tbody>
</table>

The ordinary term of office for a Committee member is up to 2 years.

SUMMARY OF ISSUES
Following her recent appointment as Pro-Chancellor, Ms Naomi Flutter has sought to step down from the Committee, to enable her sufficient time to attend to her new responsibilities as Pro-Chancellor. Ms Anne-Marie Schwirtlich AM, has agreed to serve on the Audit and Risk Management Committee as a replacement for Ms Flutter.
It is recommended that Ms Schwirtlich be appointed until 30 June 2019.

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

The membership details of the Committee are published on the Governance webpages of the University website (http://www.anu.edu.au/about/governance/committees/audit-risk-management-committee).
13. TUITION FEE BANDS AND FEE ADJUSTMENT BANDS FOR ANU PROGRAMS FOR 2018 AND 2019

PURPOSE
To approve international and domestic tuition fees (excluding domestic CGS) for 2018 and propose indicative increases for 2019.

PREPARED BY
Deputy Vice-Chancellor (Academic)

REVIEWED BY
Chief Financial Officer

APPROVED BY
Deputy Vice-Chancellor (Academic)

SPONSOR
Deputy Vice-Chancellor (Academic)

RECOMMENDATIONS
That Council approve:
1. The fee bands, rates, and Domestic Fee Adjustment Bands for 2018 fees as outlined at Tables 1, 2, and 3;
2. A proposed indicative increase of 5% (on 2018 rates) for 2019, with further review in May 2018;
3. Rounding up all per unit fees to the next $10 increment;
4. Other tuition fees detailed in Table 4;
5. That fees for unique Legal Practice courses increase by 2.6% on 2017 fees; and
6. Note that fees for New Zealand citizens and Permanent Residents are currently under review following announcements in the federal budget, and further information on associated fees will follow.

ACTION REQUIRED
☑ For discussion ☑ For decision ☐ For information

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

Senior Management Group endorsed at its meeting on 21 June 2017 the following recommendations:
1. Endorsement of the fee bands, rates, and Domestic Fee Adjustment Bands for 2018 fees as outlined at Tables 1, 2, and 3.
2. Endorsement of an indicative increase of 5% (on 2018 rates) is proposed for 2019, with further review in May 2018.
3. Endorsement of rounding up all per unit fees to the next $10 increment.
4. Endorsement of the other tuition fees detailed in Table 4.
5. Endorsement that fees for unique Legal Practice courses increase by 2.6% on 2017 fees.
6. That the Group note that fees for New Zealand citizens and Permanent Residents are currently under review following announcements in the federal budget, and further information on associated fees will follow.

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

At its meeting of 7 July 2017, the Finance Committee endorsed following recommendations for Council approval:
1. The fee bands, rates, and Domestic Fee Adjustment Bands for 2018 fees as outlined at Tables 1, 2, and 3.
2. A proposed indicative increase of 5% (on 2018 rates) for 2019, with further review in May 2018;
3. Rounding up all per unit fees to the next $10 increment;
4. Other tuition fees detailed in Table 4;
5. That fees for unique Legal Practice courses increase by 2.6% on 2017 fees; and
6. Note that fees for New Zealand citizens and Permanent Residents are currently under review following announcements in the federal budget, and further information on associated fees will follow.

BACKGROUND

In 2014 ANU made the decision to set their fees within a set of five bands. The bands approved by Council in July 2014 are as seen in Table 1.

A general increase of 5% across all bands is recommended for 2018, on the basis of an updated comparator fee analysis undertaken by Planning and Performance Measurement and reviewed by the ANU Fee Setting Committee. An additional 5% (on 2017 rates) based on current student volume would generate $15.5mil total (domestic and international) additional revenue in 2018 from 2017.

The movement of a number of disciplines between bands is recommended. The details of these changes and associated rationale is outlined in Table 1.

As fees are charged on a per unit basis, it is proposed that fees are rounded to the next $10 increment per unit, before being aggregated into an annual amount. This rounding will generate an estimated additional $1.86mil in 2018. Resulting price points are detailed in Table 3.

A detailed breakdown of changes to fees for each of the bands is at Attachment 13.1.

Table 1: Proposed ANU Domestic and International Tuition Fee Bands 2018

<table>
<thead>
<tr>
<th>Broad program bands</th>
<th>FoE</th>
<th>UG</th>
<th>PG CW</th>
<th>PG R</th>
<th>D-disc tier (PG)</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Environmental and Related Studies</td>
<td>05</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>A</td>
<td>Align with Natural &amp; Physical Sciences. Increase UG to Band 3</td>
</tr>
<tr>
<td>Behavioural Science</td>
<td>0907</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Business (MBA)</td>
<td></td>
<td>4</td>
<td></td>
<td></td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Creative Arts</td>
<td>10</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>Economics</td>
<td>0919</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>A</td>
<td>Align with Management and Commerce</td>
</tr>
<tr>
<td>Education</td>
<td>07</td>
<td>2</td>
<td>2</td>
<td></td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Engineering</td>
<td>03</td>
<td>4</td>
<td>3</td>
<td>3</td>
<td>A</td>
<td>Align with Information Technology. Increase PG to band 4 consistent with '2017 Resolution Without a Meeting' document.</td>
</tr>
<tr>
<td>Health</td>
<td>0601</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>A</td>
<td>Align with Engineering. Increase UG to Band 4. Increase PG to band 4 consistent with '2017 Resolution Without a Meeting' document.</td>
</tr>
<tr>
<td>Information Technology</td>
<td>02</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Juris Doctor</td>
<td>0909</td>
<td>4</td>
<td></td>
<td></td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Law</td>
<td>0909</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Management and Commerce</td>
<td>08</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>A</td>
<td>Align with Economics. See note *</td>
</tr>
<tr>
<td>Medical Sci</td>
<td>0613</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>A</td>
<td></td>
</tr>
<tr>
<td>Natural and Physical Sciences</td>
<td>01</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>A</td>
<td>Align with Agriculture, Environmental and Related Studies. Increase UG to Band 3 (had been costed as such in 2017)</td>
</tr>
<tr>
<td>Political Science and Policy Studies</td>
<td>0901</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>B</td>
<td></td>
</tr>
<tr>
<td>Society and Culture (ex 0901, 0909, 0919, 0907)</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td></td>
<td>B</td>
<td>Increase Domestic discount to C to align with competitors. Growth appears to have been impacted by previous fee increases.</td>
</tr>
</tbody>
</table>
* The DVC(A) has invited CBE to consider a range of activities – including fee increases – to manage international intake in the face of continuing strong growth in acceptances.

**Table 2: Proposed ANU Domestic Fee Adjustment Bands, 2017–2018**

<table>
<thead>
<tr>
<th>Tier</th>
<th>Adjustment (reduction on International graduate fee) 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>25%</td>
</tr>
<tr>
<td>B</td>
<td>30%</td>
</tr>
<tr>
<td>C</td>
<td>35%</td>
</tr>
</tbody>
</table>

**Table 3: Proposed ANU Tuition Fee Rates, 2017–2018**

<table>
<thead>
<tr>
<th>Band</th>
<th>2017 Fee</th>
<th>Proposed 2018 fees (5% increase)</th>
<th>Domestic Discount A</th>
<th>Domestic Discount B</th>
<th>Domestic Discount C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$32,640</td>
<td>$34,560</td>
<td>$25,920</td>
<td>$24,480</td>
<td>$22,560</td>
</tr>
<tr>
<td>2</td>
<td>$36,720</td>
<td>$38,880</td>
<td>$29,280</td>
<td>$27,360</td>
<td>$25,440</td>
</tr>
<tr>
<td>3</td>
<td>$39,024</td>
<td>$41,280</td>
<td>$31,200</td>
<td>$29,280</td>
<td>$26,880</td>
</tr>
<tr>
<td>4</td>
<td>$41,040</td>
<td>$43,200</td>
<td>$32,640</td>
<td>$30,240</td>
<td>$28,320</td>
</tr>
<tr>
<td>5</td>
<td>$43,632</td>
<td>$46,080</td>
<td>$34,560</td>
<td>$32,640</td>
<td>$30,240</td>
</tr>
</tbody>
</table>

**Extensions of program (HDR)**

Currently, extensions of program are charged according to the following schema:

‘A student enrolled in a higher degree research program who has successfully obtained an extension of program beyond the normal time limit is to pay fees as follows:

(a) a domestic student:
   - is to be granted an exemption scholarship;
(b) an international student resident in Australia:
   - is to pay a subsidized fee of $3,000 (non-laboratory) or $4,000 (laboratory) for a period of 6 months;
(c) an international student resident overseas:
   - is not required to pay the subsidized fee mentioned in paragraph 8.1(b).’

It is proposed that these rates remain the same for 2018.

**Legal Practice Fees**

In 2016 it was agreed that fees for the Graduate Diploma in Legal Practice for 2017 be held flat, to bring these more into line with The College of Law. In preparation for the setting of 2018 fees a review has been undertaken of other legal practice programs, and has noted that the GDLP international fees are below University of Adelaide (the only other Go8 with this program) and significantly below QUT and UTAS. Domestic fees are below QUT and UTAS.

Despite the discrepancy with other University providers, given the fees of the primary competitor in the marketplace – the College of Law – being lower, it is proposed that fees be unfrozen, however they be indexed by only 2.6% on 2017 fees.

**Other Tuition Fees**

Other tuition fees will be set as detailed in Table 4.
Table 4: Other tuition fees

<table>
<thead>
<tr>
<th>Program code</th>
<th>Program name</th>
<th>Domestic fee</th>
<th>International fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>8950</td>
<td>Doctor of Medicine and Surgery (MChD)</td>
<td>Domestic medical science rate</td>
<td>$76,320 per 48 units</td>
</tr>
</tbody>
</table>
| 9300 9101 9600 | Higher Doctorates excluding Medicine  
|             | • Doctor of Laws  
|             | • Doctor of Letters  
|             | • Doctor of Science | $1,575<sup>1</sup> | $1,575<sup>2</sup> |
| 9911        | Doctor of Medicine (MD)                          | $3,500<sup>3</sup> | $3,500<sup>4</sup> |
| 1300        | Study Abroad                                     | N/A           | $20,160<sup>5</sup> per 24 units |
| 1300        | Study Abroad (Partner Institutions)              | N/A           | $12,735           |

New Zealand Citizens and Permanent Residents
As part of its Higher Education Reform package, the Federal Government has announced that from 1 January 2018, New Zealand citizens and permanent residents who do not satisfy very restricted criteria will not be eligible for a Commonwealth Supported Place and instead may be charged Tuition Fees, with access to a loan scheme.

Once confirmation of the progress of this proposal is received, the approach to be taken will be put through the relevant committee structures. Note that the arrangements are grandfathered for current students.

ATTACHMENT
13.1 Fee rate increases by discipline (251/2017).

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

---

<sup>1</sup> Flat rate, non-refundable administration and examination charge.  
<sup>2</sup> Flat rate, non-refundable administration and examination charge.  
<sup>3</sup> Flat rate, non-refundable administration and examination charge.  
<sup>4</sup> Flat rate, non-refundable administration and examination charge.  
<sup>5</sup> The study abroad rate is determined by using the price for 12 units of undergraduate Medical Science and 12 units of Society and Culture fees and is indicative only. This is the fee charged to nominated sponsors as a flat fee per semester.
14. COURSEWORK TUITION FEES FOR 2018 SCHEDULE 2 PROGRAMS AND COURSES DELIVERED BY ANU COLLEGE

PURPOSE
To approve international fees for 2018 for Schedule 2 programs and courses delivered by ANU College.

PREPARED BY
Deputy Vice-Chancellor (Academic)

REVIEWED BY
Chief Financial Officer

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATIONS
That the Council approve:
1. The 2018 fees outlined at Table 1;
2. That the following principles for Schedule 2 programs and courses fee setting be continued:
   a. that fees are proposed in EFTSL rather than by New Student Enrolment (NSE); and
   b. that schedule 2 programs and courses will be reviewed annually based on comparative competitor data;
3. That an indicative increase of 5% (on 2018 rates) is proposed for 2019, with further review based on the principles above in May 2018; and
4. That ANU and Study Group discuss potential scholarship opportunities that may promote international student diversity.

ACTION REQUIRED
☑ For discussion ☑ For decision ☐ For information

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

The Senior Management Group endorsed at its meeting on 21 June 2017 the following recommendations:
1. Endorsement of the 2018 fees outlined at Table 1.
2. Endorse the following principles for Schedule 2 programs and courses fee setting be continued:
   a. that fees are proposed in EFTSL rather than by New Student Enrolment (NSE); and
   b. that schedule 2 programs and courses will be reviewed annually based on comparative competitor data.
3. That an indicative increase of 5% (on 2018 rates) is proposed for 2019, with further review based on the principles above in May 2018.
4. That ANU and Study Group discuss potential scholarship opportunities that may promote international student diversity.

The ANU/SGA Management Committee at its meeting of 5 May 2017 endorsed the following recommendations:
1. Endorsement of the 2018 fees outlined at Table 1.
2. Endorse the following principles for Schedule 2 programs and courses fee setting be continued:
   a. that fees are proposed in EFTSL rather than by New Student Enrolment (NSE); and
   b. that schedule 2 programs and courses will be reviewed annually based on comparative competitor data.
3. That an indicative increase of 5% (on 2018 rates) is proposed for 2019, with further review based on the principles above in May 2018.
4. That ANU and Study Group discuss potential scholarship opportunities that may promote international student diversity.

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

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

At its meeting of 7 July 2017, the Finance Committee endorsed the following recommendations for Council approval:

1. The 2018 fees outlined at Table 1;
2. That the following principles for Schedule 2 programs and courses fee setting be continued:
   c. that fees are proposed in EFTSL rather than by New Student Enrolment (NSE); and
   d. that schedule 2 programs and courses will be reviewed annually based on comparative competitor data;
3. That an indicative increase of 5% (on 2018 rates) is proposed for 2019, with further review based on the principles above in May 2018; and
4. That ANU and Study Group discuss potential scholarship opportunities that may promote international student diversity.

BACKGROUND

The proposed international student fees for Schedule 2 programs and courses are detailed in Table 1. The indexation for fees in 2018 has been set following market analysis and review, including:

- Pricing of Group of 8 competitor programs and the premium charged in 2017 by ANU in comparison
- Released information on 2018 fee revisions by Group of 8 competitors
- Consideration of geographical location
- Current performance of products and planned growth trajectory
- $40,000 as an upper threshold, the breaking of which would send unintended signals to the market
- Price sensitivity in markets other than China leading to a decrease in diversification if too high an increase is pursued
- Noticeable slowdown in foundation program market interest across Australia.

The new Express program (later entry date reflecting quadmester model changes in 2018) has been benchmarked with a similar offering in Sydney; it is pitched slightly lower in recognition of location factors and current low numbers/ traction in market.

Table 1: Proposed 2017 fees for Schedule 2 programs and courses

<table>
<thead>
<tr>
<th>Program</th>
<th>2017 pricing</th>
<th>Proposed 2018 Pricing</th>
<th>% increase</th>
<th>$ increase</th>
<th>Proposed Rounded 2018 Pricing (nearest $10 per unit)</th>
<th>Proposed 2018 ANU Fee Rate: Bachelor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Express (13 Weeks)</td>
<td>$16,320.00</td>
<td>$18,400.00</td>
<td>12.70%</td>
<td>$2,080</td>
<td>$18,480.00</td>
<td>-</td>
</tr>
<tr>
<td>Diploma of Computing (38 Weeks)</td>
<td>$36,720.00</td>
<td>$37,880.00</td>
<td>3.24%</td>
<td>$1,160</td>
<td>$37,920.00</td>
<td>$43,104.00</td>
</tr>
<tr>
<td>Diploma of Liberal Studies (38 Weeks)</td>
<td>$36,720.00</td>
<td>$37,880.00</td>
<td>3.24%</td>
<td>$1,160</td>
<td>$37,920.00</td>
<td>$38,592.00</td>
</tr>
<tr>
<td>Diploma of Science (38 Weeks)</td>
<td>-</td>
<td>$39,300.00</td>
<td>N/A</td>
<td>N/A</td>
<td>$39,360.00</td>
<td>$40,992.00</td>
</tr>
<tr>
<td>Diploma of Creative Design (38 Weeks)</td>
<td>$36,691.00</td>
<td>$37,880.00</td>
<td>3.24%</td>
<td>$1,189</td>
<td>$37,920.00</td>
<td>$34,272.00</td>
</tr>
<tr>
<td>Diploma of Music (38 Weeks)</td>
<td>$35,398.00</td>
<td>$35,050.00</td>
<td>-0.10%</td>
<td>-$348</td>
<td>$35,520.00</td>
<td>$36,432.00</td>
</tr>
</tbody>
</table>

**Explanatory notes**

1. Fees are calculated using Equivalent Full Time Student Load (EFTSL). EFTSL is a measure of student load expressed as a proportion of the workload for a standard annual program, based on the accumulated course EFTSL for a program. For graduate research students a weight of one if full-time; half if part-time. For coursework students (undergraduates and non-research graduates) EFTSL is determined on course enrolment in the periods 1 January to 3 June, and 1 July to 31 December. In these periods 0.375 EFTSL or greater is considered to be full-time enrolment, less than 0.375 EFTSL part-time. Note that for international students EFTSL is normally required to be 0.5 in each period.

2. Fees are calculated at the course level; individual student fees may be higher or lower, dependent on subject choice.

3. Schedule 1 program fees are set by Study Group.

Discussions for ANU indicative fees for 2018 are in progress alongside this process.

**COMMUNICATION**

- [ ] For public release
- [x] For internal release
- [ ] Not for release
15. KIOLOA COASTAL CAMPUS MASTER PLAN

PURPOSE
For Council to consider for approval the Kioloa Coastal Campus Master Plan.

PREPARED BY
Associate Director, Operations, Facilities & Services

REVIEWED BY
Director, Facilities & Services

APPROVED BY
Chief Operating Officer

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the Kioloa Coastal Campus Master Plan.

ACTION REQUIRED
For discussion ☐ For decision ☑ For information ☐

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

BACKGROUND
The Facilities & Services Division (F&S) is responsible for master planning at the University. Additionally F&S is responsible for the management of the Kioloa Coastal Campus site.

The Kioloa site was gifted to the University Joy London in 1975 with a requirement for the property to be used primarily for teaching and research in the field sciences.

The Kioloa site is unique in character, a 348 ha property located in NSW between the coastal towns of Bawley Point and Kioloa. It sits on the edges of the Murrumbarang National Park. The Campus has a unique landscape and environment containing evidence of history of human habitation, and modifications made to the environment over time creating a unique cultural landscape.

SUMMARY OF ISSUES
The opportunities identified by the master plan process include the potential for the campus to be developed as an internationally recognised centre for researchers to gather and work together on complex problems. It can be a distinctive place to create a unique academic experience for ANU academics and students in a quintessentially Australian coastal setting.

The development of the master plan has been undertaken by a small consulting company LociGenesis and the consultation process involved the following groups:

- Kioloa Advisory Board
- Edith and Joy London Foundation
- Site Staff
- ANU Facilities & Services
- Office of the Vice-Chancellor
- PVC (University Experience)
- Student Groups

The master plan has been presented to and endorsed by the Campus Development Committee and the Campus Planning Committee in May 2017.
ATTACHMENT
15.1 Kioloa Coastal Campus Master Plan (252/2017)

COMMUNICATION
For public release ☐  For internal release ☑  Not for release ☐
16. Item removed prior to meeting
17. ANU COUNCIL CHARTER

PURPOSE
To consider the proposed Charter for adoption by Council.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council adopt the proposed Charter (307/2017).

ACTION REQUIRED
☑ For discussion    ☑ For decision    ☐ For information

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

BACKGROUND
Charters have become a useful tool for governing bodies to document and guide governance for their particular organisation. The governance framework for most organisations is first set out by a constitution, Act of Parliament (as is the case for ANU) or other foundation document which provides legally binding detail on governance matters. A charter provides a more accessible document to articulate governance arrangements and their operation.

Governing body charters have become an accepted part of the governance landscape. Many major inquiries, reports and leading practice recommendations refer to the role of charters in supporting and ensuring effective governance.

This paper proposes that the Council establish a charter to guide governance for the University.

SUMMARY OF ISSUES
The Charter is intended (in one consolidated document) to clearly define and segregate the respective roles, responsibilities and authorities of the Council, its members (both individually and collectively), and senior management, in setting the direction, the management, and the control of the University. It also sets out arrangements for the operation of the Council. The Charter addresses the following topics:

- Role of the Council
- Committees of Council
- Functions and reserved powers
- Role of the Chancellor
- Role of the Pro-Chancellor
- Role of the Secretary to the Council
- Responsibilities of Management
- Expectations for leadership, decision-making and culture
- Meetings
- Declaration of interests
- Confidentiality
- Communication
- Access to management
- Access to information
- Access to independent professional advice
- Insurance and indemnity
- Remuneration and expenses
- Induction and professional development
- Review of Council performance and charter
In developing the Charter, the Corporate Governance and Risk Office has drawn on examples from other universities and from major Australian public companies. The development process has also incorporated past decisions, as well as existing practice and conventions of the Council.

It is envisaged that the Council Charter will serve a number of important functions. As the top level policy document it will:

- serve as a reminder for the Council of the legal framework within which it operates;
- document the decisions of the Council made in order to meet its governance responsibilities as set out in legislation;
- assist the University's leadership in delivering good governance;
- facilitate communication of the Council’s decisions and expectations to management;
- provide guidance and comfort to government and other key stakeholders that the Council has implemented robust governance processes; and
- serve as a point of reference for disputes, where uncertainty on Council’s expectations emerges.

The Charter is written to comply with the Australian National University Act 1991 and in such a way that only relatively minor amendments will be required in transition if/when the new Australian National University Act commences.

ATTACHMENTS
17.1 Proposed Charter of the ANU Council (307/2017).

COMMUNICATION

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

The Charter of the ANU Council will be published on the Governance webpages of the University website (http://www.anu.edu.au/about/governance/committees/council).
*18. ANU GOVERNANCE STATUTE

PURPOSE
To brief Council about the draft Australian National University (Governance) Statute 2017, and offer any feedback it wishes to provide.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chancellor

SPONSOR
Chancellor

RECOMMENDATION
That Council note and provide feedback on the draft Australian National University (Governance) Statute 2017.

ACTION REQUIRED
☑ For discussion ☐ For decision ☑ For information

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

The draft Australian National University (Governance) Statute 2017 has been prepared based on the requirements of the Bill for the Australian National University Act 2017 and the recommendations of the Walker Review, upon which Council has previously deliberated. Further consultation on the draft has been undertaken with the University Counsel and the Director, Human Resources, on relevant parts of the statute.

BACKGROUND
Council members will be aware that the Bill for the Australian National University Act 2017 is in the final stages of negotiation and drafting with the Federal Government. While the future of the Bill is not certain at this time, the Corporate Governance and Risk Office is nonetheless leading the preparations for its commencement and the transition period. The preparations involve review of existing and drafting of new legislative instruments and a range of other administrative actions.

The provisions of the Bill devolve authority on many governance matters to the Council to determine by statute (in contrast to the current ANU Act which is prescriptive on the arrangements for such matters). In addition, a small number of outstanding recommendations from the Walker Review are yet to be implemented, as they require amendment of various statutes.

This paper outlines the proposed Australian National University (Governance) Statute 2017 which is a cornerstone piece of work for the transition preparations.

SUMMARY OF ISSUES
The draft Australian National University (Governance) Statute 2017 has been prepared in order to put in place the governance matters that the Bill permits the Council to determine and to give effect to the recommendations of the Walker Review (which Council accepted in February 2015). In broad terms, it covers:

- Organisation of the University
- Council functions and powers
- Council composition
- Council members
- Council procedures
- Council committees

PART 4 – OTHER MATTERS FOR DECISION
The new Governance Statute presents an opportunity to consolidate a large number of existing governance statutes into one single coherent statute. Adoption of the statute (and a related repeal statute) will replace 28 existing legislative instruments.

To complement this work, the Corporate Governance and Risk Office is also reviewing all other legislative instruments (over the next 12 months), to ensure they comply with the new ANU Act, and have an ongoing purpose (see Agenda Item 19, University Legislation Policy and Procedure). As a consequence of this work, we expect to be able to recommend to Council changes that will enable a substantial improvement in the quality and cohesiveness of our legislative instruments and, in the process, achieve around a 50% reduction in the number of instruments on the University’s books.

At this time, Council is asked to note the draft statute, and offer any feedback it may have on specific provisions. As this draft statute provides the foundation for further work being undertaken to review all legislative instruments and prepare for the new ANU Act, feedback will ensure that the draft statute is finalised consistent with Council’s wishes, and provide a firm basis for moving forward with this work.

Subject to the fate of the Bill for the new ANU Act, it is expected that Council will be asked to formally approve the *Australian National University (Governance) Statute 2017*, in its final form, in late 2017 or early 2018.

In the event that the Bill for the new ANU Act does not pass the Parliament, much of the draft governance statute can be used, and it is recommended that Council proceed with it (in a form compliant with the current ANU Act).

**ATTACHMENTS**

18.1 Draft *Australian National University (Governance) Statute 2017* (267/2017).

**COMMUNICATION**

- [x] For public release
- [ ] For internal release
- [x] Not for release

A communications plan will be developed prior to Council being asked to formally approve the *Australian National University (Governance) Statute 2017*. 
19. UNIVERSITY LEGISLATION POLICY AND PROCEDURE

PURPOSE
For Council to consider for approval the new University Legislation Policy and Procedure.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chief Operating Officer

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the University Legislation Policy and Procedure.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

The development of the policy and procedure included a period consultation with affected stakeholders, including the Division of Student Administration, Division of Student Life, University Legal Office, Facilities and Services Division, Information Technology Services, Scholarly Information Services, University House and Alumni Relations and Philanthropy. All affected areas have endorsed the proposed policy and procedure. The support of the Registrar, Student Administration and the University Legal Office is particularly significant as they, in addition to the Corporate Governance and Risk Office, have the greatest dealings with University legislation.

The University Executive has considered and endorsed the proposed policy and procedure.

BACKGROUND
The University is empowered to make legislative instruments (known as statutes, rules and orders) under the Australian National University Act 1991 (ANU Act). In November 2016, the Vice-Chancellor, with the support of the Deputy Vice-Chancellors and Chief Operating Officer, gave in-principle endorsement to the proposal to establish a University Legislation Policy and Procedure.

The University Legislation Policy and Procedure has been developed as part of a broader project that the Corporate Governance and Risk Office and University Legal Office are jointly undertaking known as the ANU Legislation Review Project. The Project is being pursued to establish a clear framework for the use and design of the University’s legislative instruments, and to review all existing legislative instruments of the University according to that framework. This project has two principal parts:

• Legislative considerations following the new ANU Act
• ANU legislation renewal program

Following a review of the ANU Act (the Walker Review), the Federal Government has agreed that a Bill for a replacement ANU Act be drafted for introduction into the Parliament. The final points of the Bill are currently being negotiated, and subject to those negotiations, it is expected that it will be introduced into Parliament in the near future. Subject to the Bill’s smooth passage through Parliament, it is anticipated the new Act will commence towards the end of 2017/early 2018.

A major design principle of the new Act will be the devolution of authority from the Act to statutes on many matters that are currently prescribed in the existing Act. This approach will make the new Act and the University’s governance arrangements far more agile, where the Council will be empowered to
modify University structures over time to respond to the evolving needs of the University. To give effect to this new flexibility, there will be a review of all existing legislative instruments.

Implementation of the University legislation needed for the new Act provides the opportunity to review the University’s previous approaches to its legislation, and in particular to ensure that there is greater clarity for the respective roles of the Council and the University’s Executive, and a sharper focus on matters would be more appropriately handled without the need for University legislative instruments.

The University currently has a large suite of legislative instruments. These cover a broad range of topics, from programs and awards to matters such as student conduct, Council governance, parking and traffic and University House. In total, the University currently has 25 statutes, 22 rules and 5 orders (52 in total).

The University’s statute book is its legislation taken as a whole, and includes statutes, rules, orders and other instruments. The statute book has been built up over time and needs periodic review to ensure that it remains up-to-date, relevant and of a high quality. The current statute book includes numerous statutes, is fragmented and lacks coherence, contains material that is out-of-date, redundant or obsolete, deals with unnecessary matters of University structure and organisation, lacks consistency in language and structure, is inflexible and adds needless complexity.

A well maintained, high quality statute book would more readily enable:

- individual items of legislation to give effect to current University strategy, values and policies; and
- compliance, and

would be fewer in number, more accessible to the ANU community and more efficient to administer.

The aim of the ANU Legislation Review Project is to achieve a product suite, consistent with the view of the Walker review report that, “(s)o far as possible, the ANU legislation should be both succinct and flexible enough to allow the Council to govern and the Executive to manage without locking the University into structures that may not be appropriate to changed circumstances.”

**SUMMARY OF ISSUES**

To address these issues, it is proposed the University establish a policy framework to govern, into the future, the use, content and management of University legislation, both individually and as part of the overall statute book. The proposed policy and procedure are set out in the attachments.

**Policy: University legislation**

The proposed University Legislation Policy, provides governing principles for University legislation, in particular:

- when legislation should be used, and when it should not be used (and the exceptions to this)
- quality standards of the statute book as a whole, and
- what matters should be dealt with by statute, rule or order.

**Procedure: University legislation**

The proposed University Legislation Procedure sets out the process for the initiation, development, approval, registration and review of University legislation, and in particular:

- how a decision is made on whether legislation is needed, including requiring the preparation of a written case to support a legislative proposal
- the process for drafting legislation, including the preparation of drafting instructions, naming legislation, and amending legislation
- expectations for consultation with relevant stakeholders on proposed legislation
- which senior officers of the University may approve and make legislation
- the process for registering legislation on the Federal Register of Legislation
- requirements for periodic review of individual items of legislation and the statute book as a whole.

The Procedure has been developed to reflect existing processes, but also draws on practices established in the Policy Governance Framework, to ensure high quality legislation is being developed and drafted.
Implementation

It is planned that through the adoption of this policy, the repeal of specific statutes or rules (and replacement with a policy or charter, as appropriate) will be proposed. It has been emphasised to relevant stakeholders that adoption of the policy does not automatically mean this will occur. An assessment of the strategic and/or legal value of each legislative instrument will be undertaken at the implementation stage, including detailed consultation, before a recommendation is made to the Vice-Chancellor and the Council on the appropriate action (i.e. retention or repeal).

ATTACHMENTS

19.1 Proposed University Legislation Policy (255/2017)
19.2 Proposed University Legislation Procedure (256/2017)

COMMUNICATION

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

Following approval the University Legislation Policy and Procedure will be published to the University’s Policy Library website.
20. **ANU COLLEGE GOVERNANCE STATUTE AND INTERPRETATION STATUTE**

**PURPOSE**
For Council to consider making of the *Australian National University (ANU College Governance) Statute 2017* and the *Australian National University (Interpretation) Statute 2017*.

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

**REVIEWED BY**
Deputy Vice-Chancellor (Research)

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

**SPONSOR**
Vice-Chancellor

**RECOMMENDATION**
That Council make the *Australian National University (ANU College Governance) Statute 2017* and the *Australian National University (Interpretation) Statute 2017*, under section 50 of the *Australian National University Act 1991*.

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

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

The making of these statutes gives effect to the change in structure to the science colleges. The substantive reform proposal has been the subject of extensive consultation within the existing science colleges.

**BACKGROUND**
The current *ANU College Governance Statute 2013* serves an enabling purpose, in that it establishes the ANU Colleges and names the seven of them as being the:

- ANU College of Arts and Social Sciences;
- ANU College of Asia and the Pacific;
- ANU College of Business and Economics;
- ANU College of Engineering and Computer Science;
- ANU College of Law;
- ANU College of Medicine, Biology and Environment; and
- ANU College of Physical and Mathematical Sciences.

The Statute also authorises the Council to make rules with respect to the governance of an ANU College, and in relation to the appointment of College Deans and the delegation of the functions, powers or duties of the College Dean. This rule-making power is extended by the *Vice-Chancellorship Statute 2013*, which empowers the Vice-Chancellor to also make rules pursuant to the Statute.

The current *Interpretation Statute (No. 2) 2013* serves a broad purpose of providing a consistent framework for the interpretation of all ANU legislative instruments. In respects of the ANU Colleges, it defines them for the purposes of all other ANU legislation. In this regard, its provisions are identical to the *ANU College Governance Statute 2013*.

---

**PART 4 – OTHER MATTERS FOR DECISION**
SUMMARY OF ISSUES

In order to implement the new structure for the science colleges, it is necessary to amend the two current statutes that name the ANU Colleges to reflect these new arrangements.

The fact that two separate legislative instruments both name the seven ANU Colleges has been identified as an unnecessary duplication. It is therefore proposed that a new interpretation statute be enacted, the *Australian National University (Interpretation) Statute 2017*, which it exclusively will name the seven ANU Colleges as being the:

- ANU College of Arts and Social Sciences;
- ANU College of Asia and the Pacific;
- ANU College of Business and Economics;
- ANU College of Engineering and Computer Science;
- ANU College of Health and Medicine;
- ANU College of Law; and
- ANU College of Science.

It is proposed that a new ANU Colleges governance statute be enacted, the *Australian National University (ANU College Governance) Statute 2017*, which will not name the ANU Colleges, but maintain the remaining provisions of the existing *ANU College Governance Statute 2013*. The new *Australian National University (Interpretation) Statute 2017* will provide the names of the ANU Colleges for the purposes of this statute.

The *Australian National University (ANU College Governance) Statute 2017* has been drafted to confer the rule making power for the Statute on the Vice-Chancellor (rather than the Council and the Vice-Chancellor as is currently the case). This is consistent with contemporary practice where Council makes statutes and the Vice-Chancellor makes rules (the later containing greater levels of operational detail). Council retains authority, should it be necessary, to amend or repeal any rule made by the Vice-Chancellor. The Vice-Chancellor is required to table at Council any rule made.

Both proposed statutes will commence on 18 August 2017, to coincide with the appointment of new or interim College Dean arrangements for the new science colleges.

ATTACHMENTS

20.2 Proposed *Australian National University (Interpretation) Statute 2017* (266/2017).

COMMUNICATION

☐ For public release  ☐ For internal release  ☑ Not for release
21. ANU ETHICS COMMITTEES 2016 ANNUAL REPORTS

PURPOSE  
To approve the Ethics Committees’ Annual Reports for 2016.

PREPARED BY  
Deputy Vice-Chancellor (Research & Innovation)

REVIEWED BY  
Deputy Vice-Chancellor (Research & Innovation)

APPROVED BY  
Vice-Chancellor

SPONSOR  
Vice-Chancellor

RECOMMENDATION  
That Council approve the 2016 Annual Reports of the following:
1. Animal Experimentation Ethics Committee (257/2017);
2. Human Research Ethics Committee (258/2017); and

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☐ For information

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

BACKGROUND
The University has three ethics committees in place to support a framework of responsible conduct of research through review of research proposals and management of ethical issues, ensuring research is conducted in accordance with relevant national Codes and Guidelines, and ANU policies. Summaries for each Committee’s activities in 2016 are provided in Attachments 21.1 to 21.3.

ATTACHMENTS
21.1 Animal Experimentation Ethics Committee Annual Report 2016 (257/2017)
21.3 Recombinant DNA Monitoring Committee Annual Report 2016 (259/2017)

COMMUNICATION
☐ For public release  ☐ For internal release  ☑ Not for release
22. ANU STUDENTS’ ASSOCIATION INCORPORATED CONSTITUTIONAL AMENDMENTS

PURPOSE
To consider for approval changes to the ANU Students’ Association (ANUSA) constitution.

PREPARED BY
President, ANU Students’ Association

REVIEWED BY
Associate Director, Corporate Governance and Policy

APPROVED BY
Deputy Vice-Chancellor (Academic)

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the changes to the ANU Students’ Association constitution, as adopted at the Ordinary General Meeting held on 29 March 2017.

ACTION REQUIRED
☐ For discussion ☑ For decision ☐ For information

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

BACKGROUND
As per section 29(3) of the ANUSA constitution, all constitutional amendments must be submitted to the University Council for ratification.

These amendments affect section 10 of the ANUSA constitution, specifically the role of the President and how it relates to the management of the productivity of the ANUSA Executive. These amendments also affect section 22 of the ANUSA constitution, specifically, allowing the membership to make regulations for the proper and reasonable remuneration of officers of the Association.

The proposed changes to the ANUSA constitution have been developed with the assistance of ANUSA’s Principal Lawyer, ANUSA’s General Secretary, an external consultant engaged for their expertise in this area and the ANUSA President.

The changes to the ANUSA constitution were based on recommendations from an external consultant and in-house legal counsel. These changes were subject to public comment from the student body and then approved at an Ordinary General Meeting on 29 March 2017.

SUMMARY OF ISSUES
The ANU Students’ Association in 2016 reviewed and reformed the payment of officers of the Association for services rendered to the Association. This process sought to address two issues:

1. the accessibility of Officer positions on the Association that would require Officeholders to forego other sources of income, and
2. the legal and financial risk posed by officers taking on informal employee relationships with the Association.

For this purpose, ANUSA engaged an external consultant. The outcome of the process saw an increase in the stipend and honoraria provided to relevant officers of the Association. However, plans to enter into a formal employee arrangement between officers and the Association were deemed to pose other significant risks for the Association and were not pursued. The amendments passed at the Ordinary
General Meeting are consequently intended to provide greater accountability in exchange for the increase in the stipend and honoraria provided to relevant officers of the Association.

The amendment to section 10(8)(h) makes the President responsible for the employees and the effectiveness and productivity of the Executive. It does not change the overall powers of the Executive set out in section 10(1), nor the Executive decision making processes of section 10.

The amendment to section 22 makes explicit that regulations may be adopted for the remuneration of officers of the Association for services rendered. Such power is already implicit in sections 13 and 28 of the Constitution, which provide general regulation making powers, but removes any doubt about the power to make such regulations.

ATTACHMENT

22.1 ANU Students’ Association Incorporated Constitution Amendments (with tracked changes) (260/2017)

COMMUNICATION

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

ANUSA will be notified of the decision by Council and will be advised that they may communicate the decision to their membership.
23. **ANU FRAUD CONTROL FRAMEWORK**

**PURPOSE**
To approve the University’s Fraud Control Framework and associated documents.

**PREPARED BY**
Senior Governance Officer, Corporate Governance and Risk Office
Senior Auditor, Corporate Governance and Risk Office

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

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

**SPONSOR**
Vice-Chancellor

**RECOMMENDATION**
That Council approve the University’s revised fraud control package, comprising the:

1. revised Fraud Control Framework;
2. new University Fraud Control Plan;
3. new Fraud and Corruption Control policy;
4. revised Fraud Control procedure; and
5. fraud risk assessment template.

**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
☐ Academic Board ☐ Honorary Degrees ☐ Nominations

**BACKGROUND**
The University is required under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) to have in place a fraud control framework to prevent, control and investigate fraudulent activity.

The current Fraud Control Framework was approved by Council on 5 December 2014 following endorsement by the Audit and Risk Management Committee (ARMC) on 12 November 2014. Both the Framework and the existing Fraud Control procedure, which was created in 2009, were due for review by the Corporate Governance and Risk Office (CGRO) as part of its ongoing policy governance responsibilities.

**Endorsement by the Audit and Risk Management Committee**
The ARMC approved in principle the revised Fraud Control package at its meeting on 1 February 2017, subject to consultation with key staff throughout the University. Following that consultation and some minor revisions, the ARMC, at its meeting on 5 July 2017, endorsed the fraud control package for Council approval.
SUMMARY

The elements of the Fraud Control package

There are five documents in the Fraud Control package:

- the revised Fraud Control Framework is the overarching document which sets out the University’s attitude towards fraud and the governance structure in place to minimise its occurrence;
- a new University Fraud Control Plan, which summarises the fraud prevention and detection activities to be undertaken across the University in 2017 and 2018;
- a revised fraud risk assessment template which offers more assistance to Colleges, Service Divisions and Research Schools to understand their fraud risk exposures and the mitigation strategies that should be put in place;
- a new Fraud and Corruption Control policy, which underlines the seriousness of the proscribed conduct, states the University’s zero tolerance for fraud and corruption and makes clear that fraud control is part of a broader ethical and integrity framework that deals with a range of unethical and potentially criminal conduct (the current Fraud Control procedure was created under the University’s Risk Management policy); and
- a revised Fraud Control procedure, which sets out the processes and responsibilities for preventing, detecting, reporting and investigating fraud.

These documents were developed taking account of the requirements of the PGPA Act, best practice guidance in the Commonwealth Fraud Control Framework, the Australian Standard on Fraud and Corruption Control AS8001-2008 and the Australian National Audit Office’s Better Practice Guide on Fraud Control in Australian Government Agencies.

Most of the changes to the procedure and the Framework are relatively minor updates. A key policy change is to extend to Research School Directors the current obligation on Deans and Directors to conduct fraud risk assessments every two years or as circumstances change.

Consultation – process and results

The draft Fraud Control package was sent to all Deans, Service Division Directors and General Managers for their consideration in May 2017. A small number of comments were received and some minor changes were made to ensure clarity and consistency.

During May and June 2017, CGRO staff also held a series of face to face meetings with a range of General Managers, School Managers, and Service Division Directors and/or their senior managers. CGRO staff have also spoken to meetings of two College Executives and will meet with other Executive teams over the next few months.

CGRO staff assisted each College to develop a fraud risk assessment in 2016. The template has been substantially revised to include a range of common financial and human resource risks, so as to assist business areas in completing assessments. While some feedback during consultation suggested that not all Research School Directors may welcome the obligation to complete biennial fraud risk assessments, the high degree of autonomy and scope of operations of many Research Schools, the availability of the revised template, the assessments already completed by Colleges in 2016, and the responsibility of senior managers throughout the University to ensure good governance in their business areas are considered to justify the obligation and to help promote fraud awareness.

Endorsement by General Managers and Service Division Directors

A meeting of General Managers and Service Division Directors on 22 June 2017 endorsed the revised fraud control package, subject to some minor amendments including explicitly recognising College General Managers’ accountabilities in the various documents.

NEXT STEPS

Planned training and awareness activities

During consultation CGRO also sought input from Colleges and Service Divisions on their needs in relation to staff awareness and other training. There was widespread support for a range of training and awareness activities tailored to the needs of different groups, including the following:
• General staff training on fraud awareness — CGRO is currently considering the viability of online training and has had initial discussions with the Human Resources Division. It was suggested that refresher fraud awareness training should be offered on an annual or biannual basis, and that consideration should be given to making completion of such training mandatory for all staff. CGRO will consider these issues in consultation with HRD. A key theme of the revised package is that preventing, controlling and reporting fraud is the responsibility of all staff.

• Short presentations to members of the College Executive and senior managers on their responsibilities — a checklist for Deans, Research School Directors and Service Division Directors has been developed.

• More advanced training for selected staff in the preparation of fraud risk assessments — CGRO will consider options for such training over the next few months.

CGRO is planning to develop and commence staff training in Q3 and Q4 in 2017.

The Marketing Office has assisted CGRO in developing fraud awareness posters, and other awareness materials, including electronic resources, are being considered. The Fraud Risk Management website will be updated as new materials are approved and released.

ATTACHMENTS

23.1 Fraud and corruption control policy (269/2017)
23.2 Fraud control procedure (270/2017)
23.3 ANU Fraud Control Framework 2017-2018 (271/2017)
23.4 ANU Fraud Control Plan 2017-2018 (272/2017)
23.5 Fraud Risk Assessment template 2017 (273/2017)

COMMUNICATION

For internal release ☑ Not for release ☐
24. NAMING PROPOSAL – VIOLET MCKENZIE CHAIR

PURPOSE
To approve the naming proposal for the Violet McKenzie Chair

PREPARED BY
Executive Officer, Alumni Relations & Philanthropy

REVIEWED BY
Vice-Chancellor

APPROVED BY
Naming Committee

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the naming proposal for the Violet McKenzie Chair.

ACTION REQUIRED
☐ For discussion  ☑ For decision  ☐ For information

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

The University’s Naming Committee considered the proposal out of session and has endorsed it for Council approval.

BACKGROUND
The College of Engineering and Computer Science has submitted a proposal to inaugurate a professorial Chair named in honour of Violet Mackenzie, with Professor Genevieve Bell as the inaugural holder of the Chair.

In support of the proposal, a due diligence review was undertaken by Alumni Relations & Philanthropy. The review found no cause for concern with use of the name.

The Naming Committee endorsed the proposal for Council approval.

JUSTIFICATION
Violet McKenzie was a national figure. An early pioneer of electrical engineering and the emerging technology of radio communication, she was a lifelong educator and tireless campaigner for gender equity in the electrical sciences. Throughout her career, she dedicated herself to the education of women, developing new workplace opportunities for female electrical engineers, in the manufacturing industry, Navy and Air Force. Over more than two decades, she trained thousands of women and men without charge.

Though McKenzie had no formal ties to ANU, her life’s work embodies many of the University’s core values and aligns directly with strategies for change within the ANU Strategic Plan 2017-2021:

• her passion for and dedication to education (1. Building on a culture of academic excellence);
• her commitment to gender equity, particularly in relation to STEM subjects (3. Achieving equity – within ANU and in society); and
• her many years of works-in-kind philanthropy, educating thousands of Australian women and men for the good of the nation (4. Building a culture of collegiality and engagement – across and beyond ANU).

Professor Genevieve Bell is proposed as the inaugural Violet McKenzie Chair. Professor Bell is an exceptional and globally respected academic. Her work, which aims to transform the relationship between technology and society and push the cause of diversity and inclusion in the technology sector globally, makes her the ideal match to a Chair named after McKenzie. This appointment
represents an excellent fit for the Chair’s namesake, the College’s objectives and the University’s strategic goals.

**BIOGRAPHY**

Florence Violet McKenzie was Australia’s first female electrical engineer, founder of the Women’s Emergency Signalling Corp (WESC) and a lifelong promoter of technical education for women. She campaigned successfully to have some of her female trainees accepted into the all-male Navy, thereby originating the Woman's Royal Australian Naval Service (WRANS). During WWII, some 12,000 servicemen passed through her Morse code training school, and after the war her school was a major civilian airline and nautical signal instruction centre. The armed forces and civilian airlines relied on her services right up to the mid-50s. Apart from her successful electrical contracting and wireless supplies business, which she ran between 1918 and 1934, all of her work was voluntary.

**CONSULTATION**

CECS College Executive initially discussed the proposal in early 2016, in the context of a strategic bid to recruit Professor Bell. A paper proposing the recruitment was endorsed by the University Senior Management Group on 12 May 2016.

In September 2016, the proposal was discussed with McKenzie’s only contactable living relative, her great nephew, Mr Paul Wallace. In a follow-up conversation in June 2017, Mr Wallace approved of the naming and accepted an invitation to travel to Canberra to attend the inauguration, should the proposal be approved.

Mr Wallace indicated in contacts that he has an estranged half-brother, though was unable to provide contact details. Further attempts to track down the brother were made, unsuccessfully, as part of the due diligence review.

**TERMS**

The terms of the Chair are:

1. 5-year term. Renewable for one additional term only.
2. Awarded to an exceptional professor with expertise that aligns to the mission and vision of the ANU College of Engineering and Computer Science, who will prosecute an agenda on behalf of the nation that is a contemporary version of the achievements, vision and values of Violet McKenzie.
3. Appointment at the discretion of the Dean of the ANU College of Engineering and Computer Science, in consultation with the Vice Chancellor.
4. The chair may remain vacant.
5. Minimum $100k per annum grant to be awarded to the incumbent to resource their agenda as the Violet McKenzie Chair. Value to be determined by the Dean of the ANU College of Engineering and Computer Science.
6. Provision of administrative support (1x Professional ANU06).

It is proposed that Professor Genevieve Bell be the inaugural Violet McKenzie Chair, commencing 4 September 2017.

**COMMUNICATION**

☐ For public release  ☐ For internal release  ☑ Not for release
25. CHANGE OF NAMES FOR RESEARCH SCHOOLS, ANU COLLEGE OF LAW

PURPOSE
To improve recognition and awareness of the breadth of the ANU College of Law by adopting two more appropriate names for its component Schools that reflect their distinct foci, whilst also establishing an external image that aligns with the legal disciplinary and professional norms, and is more readily marketable.

PREPARED BY
Ms Di Stewart, College General Manager

REVIEWED BY
Professor Stephen Bottomley, Dean ANU College of Law

APPROVED BY
Vice Chancellor

SPONSOR
Vice Chancellor

RECOMMENDATION
That Council approve the renaming of the Law School to the ANU Law School and the ANU Legal Workshop to the ANU School of Legal Practice (261/2017).

ACTION REQUIRED
☑ For decision

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

This proposal results from staff suggestions made during a period of significant consultation during the second half of 2016 and early 2017. Staff of the College want this renaming to occur in order that the College can move forward with a clear strategic vision, and that both Law School and ANU Legal Workshop can achieve their full potential, each in their necessarily distinctive way. There is considerable goodwill and investment from staff to see this action taken.

The ANU Law School name is not presently used in external communications and alumni regularly express confusion and displeasure at this because it is a professional and disciplinary norm to associate oneself with one’s Law School. The Law Students Society (LSS), ANUSA and PARSA have been consulted and are supportive of the proposal.

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

University Executive has endorsed this proposal.

BACKGROUND
The ANU has had the Faculty of Law/Law School and ANU Legal Workshop as AOUs for over 40 years and these have been located together under the Faculty of Law and now ANU College of Law since the 1990s. However, this has at times been a difficult arrangement. Law School and ANU Legal Workshop have complementary but different purposes and this is manifested in their teaching and research foci as well as their culture. This has been recognised in a number of external reviews over the decades, each of which has recommended change.

The College Executive initiated a series of conversations with all staff over the second half of 2016 and early 2017. These included two all-staff meetings and a series of staff meetings run by an external
facilitator. Staff were given the opportunity to make written or verbal submissions, to meet with the Dean individually or in groups, and to attend a facilitated College Retreat in November 2016. The outcome of these consultations was confirmed at an all-staff meeting in April 2017. It was made clear to the Executive that the staff of the College want the two AOU's that currently comprise the College to be put on equal footing as distinct Schools (note, not Research Schools) within the ANU governance hierarchy and named appropriately, in order that the College can move forward with a clear strategic vision, and that both Law School and ANU Legal Workshop can achieve their full potential, each in their necessarily distinctive way.

SUMMARY OF ISSUES
Discussion of the attached broader proposal (Attachment 25.1) with University Executive has clarified that the single issue requiring Council approval is the proposed name changes. Other issues contained in Attachment 25.1 are matters of management and can be implemented internally to the College and in conjunction with University Executive, to coincide with the clear signalling that two new School names will bring.

Law alumni regularly report their unhappiness with the ‘College’ label and are seeking a stronger public display of the name ANU Law School. This aligns with most other leading Law Schools (e.g. Melbourne Law School, Sydney Law School, and Harvard Law School). Employers and the legal profession expect to see the name xxx Law School and they strongly associate their time at university as attending xxx Law School. Internationally, ANU Law School is recognised as the traditional powerhouse of legal research at ANU, yet it is not the official name used externally. Staff of this School are excellent legal academics, equivalent to those found in the best international law schools, and are very keen to be able to operate as ANU Law School.

Although the name ‘ANU Legal Workshop’ has a proud tradition that spans 40 years, in 2017 it tends to confuse prospective students and does not readily portray its professionalism and excellence. It does not sit well within the naming conventions of ANU and does not portray the School’s unique excellence in the teaching and research of legal practice across Australian law schools. Adopting the name ‘ANU School of Legal Practice’ clarifies the purpose of this School and places it alongside similarly focussed centres of excellence in legal practice at such globally renowned law schools as Indiana and Georgetown Universities. The preface ‘ANU’ is important in this name, as the School is appealing to a market of all graduating law students across Australia, and they recognise the brand ANU as the place to study the Graduate Diploma of Legal Practice (GDLP) program. Therefore this needs to appear in the title of marketing materials and on web searches in addition to ‘School of Legal Practice’.

As a consequence of the change, the term ‘ANU College of Law’ will be used only when correctly referring to the overall combined entity, rather than as a confusing substitute for ‘ANU Law School’ (as is often the case now).

The financial cost of the name changes is expected to be approximately $30,000 to the College. This includes some rebranding costs that will be involved in building a separate ANU Law School website (under the College website), and renaming ANU Legal Workshop on printed collateral. The financial benefits in terms of increased student enrolments of renaming ANU Legal Workshop alone should outweigh this small outlay.

Communication to stakeholders will be very important. In addition to ANU internal stakeholders and resultant system changes, the most important external stakeholders include the legal profession nationally (through state level law societies and other peak bodies), other law schools, alumni, state Legal Admission Authorities and Supreme Courts (there are regulatory instruments that currently specify ANU Legal Workshop) and the general legal and employer community through media releases targeting legal journalists. Upon Council approval of the name changes, a comprehensive implementation plan will be carried out by the College, in conjunction with the University where relevant.

Full implementation is expected by end of Q3 2017.
ATTACHMENT

25.1 ANU Executive Paper - Proposed changes to ANU College of Law internal organisation (261/2017).

COMMUNICATION

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

Public and internal release material to be released in accordance with the implementation plan, to coincide with direct mail communications with key external stakeholders and regulatory authorities.
PART 5 – OTHER MATTERS FOR NOTING

*C26 – 33  Confidential to Council Members
34. ACADEMIC BOARD REPORT

PURPOSE To note the report from the meeting of Academic Board held on 20 June 2017.

AUTHOR Chair, Academic Board

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the report from the meeting of Academic Board held on 20 June 2017 (546/2017).

ACTION REQUIRED

☐ For discussion ☐ For decision ☑ For information

CONSULTATION

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

SUMMARY OF ISSUES

Hot Topic – SELT Tool
At meeting 3/2017, the Board received a presentation from Planning and Performance Management and discussed their upcoming work to develop new Student Experience of Learning & Teaching (SELT) measurement tools. The Board also reviewed the proposed SELT framework under development by the University Education Committee.

As part of the discussion, Academic Board has requested an update on the progress of the new SELT tool, including benchmarking that incorporates institutions with high student satisfaction and details of how research in the field of student learning has informed the development process, to be reported back to Academic Board 6/2017.

The Board expressed concern about how the development of the SELT tool will relate to the ongoing project for developing academic performance indicators and has requested updates from the Deputy Vice-Chancellor (Academic).

Other issues
The Academic Board has requested that all six University Plans, supporting the Strategic Plan are to be tabled at Academic Board 4/2017, with a paper that outlines how the plans intersect to be implemented as a whole.

Executive Poll
Ahead of each meeting, the Board identifies two-three topics and requests a short briefing from the Executive. At meeting 3/2017 the Board received a briefing on:

1. Changes to Government Funding: the Board discussed the proposed funding changes and the potential implications for the University, as well as the sector’s response to the changes.
2. Helping staff balance teaching, research and other commitments to the university: The Board discussed the imbalance of teaching, research and administrative duties amongst academic staff and approaches currently in train to address this. This is an ongoing issue raised by members of the Board and will require ongoing monitoring.

Report from the Chair

- Student Partnerships Working Group
  The Student Partnerships Working Group has been established and is currently consulting with students and the Colleges, with a report to be provided to Academic Board 4/2017.

- University Education Committees
  The establishment of the Accreditation Subcommittee has prompted a restructure of University Education Committees, currently under review at University Education Committee.
ATTACHMENT

34.1 Academic Board report 3/2017, 20 June 2017 (546/2017)

COMMUNICATION

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

PURPOSE
To note that no documents have been executed under Power of Attorney since the 26 May 2017 meeting of Council.

PREPARED BY
Director, Corporate Governance and Risk Office

RECOMMENDATION
That Council note that no documents have been executed under Power of Attorney since the 26 May 2017 meeting of Council.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

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

Council is asked to note that no documents have been executed under Power of Attorney since its last meeting held on 26 May 2017.

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

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

PREPARED BY
Director, Corporate Governance and Risk Office

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note there have been no documents to which the University Seal has been affixed since its last meeting held on 26 May 2017.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

BACKGROUND AND SUMMARY OF ISSUES

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

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

This report confirms that no uses of the University Seal have been recorded since the last meeting of Council held on 26 May 2017.

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
37. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

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

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

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the report of significant visits and events, grants and consultancies (264/2017).

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

ATTACHMENT
37.1 Report of significant visits and events, grants and consultancies (264/2017).
PART 6 – OTHER BUSINESS

*38. QUESTION TIME

PURPOSE  For Members of Council to ask questions.

SPONSOR  Chancellor

RECOMMENDATION  That Council note any matters raised in question time.

ACTION REQUIRED
For discussion ☑  For decision ☐  For information ☐
*39. OTHER BUSINESS

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

SPONSOR  Chancellor

RECOMMENDATION  That the Council consider any other business raised.

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

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

SPONSOR Chancellor

RECOMMENDATION That it be noted that the next meeting of Council will be held on 29 September 2017.

ACTION REQUIRED For discussion ☐ For decision ☐ For information ☑
COUNCIL AGENDA
21 JULY 2017

ATTACHMENTS
## GLOSSARY OF ANU TERMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB</td>
<td>Academic Board</td>
</tr>
<tr>
<td>AHEGS</td>
<td>Australian Higher Education Graduation Statement</td>
</tr>
<tr>
<td>ANIP</td>
<td>Australian National Internships Program</td>
</tr>
<tr>
<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>
</tr>
<tr>
<td>ARMC</td>
<td>Audit and Risk Management Committee</td>
</tr>
<tr>
<td>ARP</td>
<td>Alumni Relations &amp; Philanthropy Division</td>
</tr>
<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>
</tr>
<tr>
<td>CMBE</td>
<td>ANU College of Medicine, Biology &amp; Environment</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>CPC</td>
<td>Campus Planning Committee</td>
</tr>
<tr>
<td>CPMS</td>
<td>ANU College of Physical &amp; Mathematical Sciences</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>
<tr>
<td>Acronym</td>
<td>Explanation</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<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>
</tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>HDR</td>
<td>Higher Degree Research</td>
</tr>
<tr>
<td>HECS</td>
<td>Higher Education Contribution Scheme</td>
</tr>
<tr>
<td>HELP</td>
<td>Higher Education Loan Program</td>
</tr>
<tr>
<td>HESA</td>
<td>Higher Education Support Act 2003</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Division</td>
</tr>
<tr>
<td>ISF</td>
<td>International Student Fees</td>
</tr>
<tr>
<td>ISP</td>
<td>International Strategy &amp; Partnerships</td>
</tr>
<tr>
<td>ITS</td>
<td>Information Technology Services Division</td>
</tr>
<tr>
<td>LO</td>
<td>University Legal Office</td>
</tr>
<tr>
<td>MO</td>
<td>Marketing Office</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>
</tr>
<tr>
<td>NHMRC</td>
<td>National Health and Medical Research Council</td>
</tr>
<tr>
<td>OVC</td>
<td>Office of the Vice-Chancellor</td>
</tr>
<tr>
<td>PG</td>
<td>Postgraduate</td>
</tr>
<tr>
<td>PGPA</td>
<td>Public Governance, Performance &amp; Accountability Act 2013</td>
</tr>
<tr>
<td>PID</td>
<td>Public Interest Disclosure</td>
</tr>
<tr>
<td>PPM</td>
<td>Planning &amp; Performance Measurement Division</td>
</tr>
<tr>
<td>PVC(I)</td>
<td>Pro Vice-Chancellor (Innovation)</td>
</tr>
<tr>
<td>PVC(UE)</td>
<td>Pro Vice-Chancellor (University Experience)</td>
</tr>
<tr>
<td>RC</td>
<td>Remuneration Committee</td>
</tr>
<tr>
<td>RSD</td>
<td>Research Services Division</td>
</tr>
<tr>
<td>RTS</td>
<td>Research Training Scheme</td>
</tr>
<tr>
<td>SCAPA</td>
<td>Strategic Communications &amp; Public Affairs</td>
</tr>
<tr>
<td>SIG</td>
<td>Service Improvement Group</td>
</tr>
<tr>
<td>SIS</td>
<td>Scholarly Information Services Division</td>
</tr>
<tr>
<td>SMG</td>
<td>Senior Management Group</td>
</tr>
<tr>
<td>TEQSA</td>
<td>Tertiary Education Quality and Standards Agency</td>
</tr>
<tr>
<td>Tjabal</td>
<td>Tjabal Indigenous Higher Education Centre</td>
</tr>
<tr>
<td>TTO</td>
<td>Technology Transfer Office</td>
</tr>
<tr>
<td>UA</td>
<td>Universities Australia</td>
</tr>
<tr>
<td>UAC</td>
<td>University Admissions Centre (for NSW and ACT)</td>
</tr>
<tr>
<td>UEC</td>
<td>University Education Committee</td>
</tr>
<tr>
<td>UG</td>
<td>Undergraduate</td>
</tr>
<tr>
<td>URC</td>
<td>University Research Committee</td>
</tr>
<tr>
<td>VC</td>
<td>Vice-Chancellor</td>
</tr>
</tbody>
</table>
Societal Transformation

- Fulfilling our *national* responsibilities
- Defining ‘societal transformation’
- Key initiatives for discussion:
  - Promotion and reward criteria to recognise *impact*
  - ANU Policy & Societal Impact Hub
  - Indigenous recognition

Professor Brian P. Schmidt
Vice-Chancellor and President
July 2017
Our National Responsibilities

Driving transformation in our society

• Creating deeper policy engagement with governments

• Seeking a new partnership with Indigenous Australia

• Pre-eminence in research and engagement on Asia-Pacific.
The Societal Transformation Plan

**Build culture among staff, students and alumni that encourages participation in shaping public policy.**

- Promotion and reward criteria that recognise impactful engagement
- Simplified regulation that supports partnerships with government and the two-way exchange of academics and public policy practitioners.
Analysis: developing promotion and reward criteria that recognise impactful engagement

Case Study: Scottish universities recognise and reward impact through ‘knowledge exchange’

• Under the University of Edinburgh’s ‘contribution reward scheme’, academics receive financial recognition for impact through knowledge exchange
• The University of Strathclyde developed a new ‘knowledge exchange’ contract type to facilitate career progression opportunities
The Societal Transformation Plan

*Through the Policy and Societal Impact Hub, increase alignment of ANU research to public policy priorities.*

How?

- Incentives – financial, academic, professional
- Build capability / provide intellectually stimulating environment for students and staff
- Cross-disciplinary research, accessible and useful to policymakers, media, society.
The ‘Hub’ defined

- **Director** will lead the Hub and represent it externally
- **Gateway** to relevant ANU research for policymakers, media and public policy stakeholders
- ‘**Umbrella**’ entity covering ANU policy community by identifying opportunities and synergies
- **The ‘incubator’**: invests in policy development, prioritising interdisciplinary research and policy outcomes
  - Seed funding
  - Should address medium or long-term issues
  - Multi-disciplinary policy outcomes prioritised for coproduction with external partners
  - Focus on new issues, or new ways to attack old problems.
The Societal Transformation Plan

*Work with policymakers, media and society to build Australia’s engagement with issues and options relating to Indigenous recognition.*

- Sydney, Melbourne and Monash seen as leaders in this space – ANU lags behind. Priority is to address this.
- Build reputation using distinct ‘national’ advantage – partnerships with key stakeholders, e.g. AIATSIS
- After Uluru Declaration, where to now?
The Societal Transformation Plan

Key priorities for next 12 months

• Establishment / promulgation of the Hub
• Building of capacity in Asia-Pacific engagement
• Defining the shape of ANU engagement with key Indigenous issues; identifying funding sources and priorities
• Begin to address cultural aversion to public policy engagement: incentives, space to engage.
• Defining successful impact and measuring it
## Fee rate increases by discipline

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Undergraduate</th>
<th>Postgraduate</th>
<th>HDR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Environmental and Related Studies</td>
<td>$36,720</td>
<td>$39,024</td>
<td>$39,024</td>
</tr>
<tr>
<td>Behavioural Science</td>
<td>$39,024</td>
<td>$41,280</td>
<td>$41,040</td>
</tr>
<tr>
<td>Business (MBA)</td>
<td>$32,640</td>
<td>$34,560</td>
<td>$32,640</td>
</tr>
<tr>
<td>Creative Arts</td>
<td>$39,024</td>
<td>$41,280</td>
<td>$41,040</td>
</tr>
<tr>
<td>Economics</td>
<td>$41,040</td>
<td>$43,200</td>
<td>$39,024</td>
</tr>
<tr>
<td>Engineering</td>
<td>$43,632</td>
<td>$46,080</td>
<td>$43,632</td>
</tr>
<tr>
<td>Health</td>
<td>$39,024</td>
<td>$43,200</td>
<td>$39,024</td>
</tr>
<tr>
<td>Information Technology</td>
<td>$36,720</td>
<td>$38,880</td>
<td>$36,720</td>
</tr>
<tr>
<td>Juris Doctor</td>
<td>$41,040</td>
<td>$43,200</td>
<td>$41,040</td>
</tr>
<tr>
<td>Law</td>
<td>$39,024</td>
<td>$41,280</td>
<td>$39,024</td>
</tr>
<tr>
<td>Management and Commerce</td>
<td>$43,632</td>
<td>$46,080</td>
<td>$43,632</td>
</tr>
<tr>
<td>Medical Sci</td>
<td>$36,720</td>
<td>$38,880</td>
<td>$39,024</td>
</tr>
<tr>
<td>Natural and Physical Sciences</td>
<td>$36,720</td>
<td>$38,880</td>
<td>$36,720</td>
</tr>
<tr>
<td>Political Science and Policy Studies</td>
<td>$32,640</td>
<td>$34,560</td>
<td>$36,720</td>
</tr>
<tr>
<td>Society and Culture</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Australian National University
Kioloa Coastal Campus

Final Draft 2030 Master Plan

APRIL 2017
EXECUTIVE SUMMARY

Purpose

The primary purpose of the Kioloa Coastal Campus Master Plan 2030 (KCC MP 2030) is to guide the evolution of the Australian National University’s (the University or ANU) “campus in the forest by the beach”. The intention is to provide a unique environment that staff, students and collaborators will seek out as a place where they can focus on the development of new ideas and knowledge through dialogue, reflection and research.

The Master Plan was prepared by LociGenesis in collaboration with Fresh Landscape Design. It is based on consultation with existing users, ANU Executive and ANU Facilities and Services (ANU F&S), the Kioloa Advisory Board (KAB), the Edith and Joy London Foundation (EJLF), and the Shoalhaven City Council (SCC), as well as information provided by the University on the site conditions and assets.

The KCC MP 2030

• Guides ongoing development and maintenance of the physical environment of the campus,
• Responds to the obligations established in the Deed gifting the land to the University (The Gift),
• Responds to the themes of University’s Strategic Plan
• Responds to the University’s ambition for the campus to be an internationally recognised venue for collaboration on leading research and educational projects,
• Provides planning guidelines that create a rationale and structure for future development, and
• Proposes improvement of the functionality of the campus through enhancing the communal facilities, legibility and ease of arrival and orientation and accommodation quality.
• Proposes a more proactive engagement with the ANU Reconciliation Action Plan (RAP).

The Master Plan will be reviewed on a maximum 5 yearly cycle to ensure its continuing relevance as the University and KCC develop.

Vision

The ANU Kioloa Coastal Campus (KCC) is a place for intellectual collaboration in a beautiful Australian environment to nurture innovation and thought leadership. The KCC allows academics, students and staff at ANU and an international community of leading researchers and scholars to temporarily free themselves from everyday demands and activities to achieve more. With access to the resources of the University, this retreat provides a collegiate venue for focussed academic work augmented by the opportunity for informal social interaction to build relationships between people, disciplines and spheres of knowledge.

Existing Conditions

The campus is a 348ha property located between the New South Wales coastal townships of Bawley Point and Kioloa. Gifted to the University in 1975 by Joy London the development and use of KCC is governed by the Deed that requires the land to be used for University purposes including teaching and research.

There are a wide range of activities occurring at varying levels of frequency and intensity run by the ANU Colleges, Research Schools and Centres, external organisations working with schools, external institutions, partner organisations and community groups.

Support for usage of the site as part of the development of the University teaching and research program is variable between Colleges and highly dependent on individual academics and staff with personal knowledge of the site. The undergraduate groups on campus are currently seen as providing the strongest links into the academic program of the University. Those who use the campus value it very highly as a unique resource within the University.

Two key values of the KCC articulated by a wide range of stakeholders are the intimacy derived from having regulated access of people, allowing unstructured interactions and the relaxed and informal beach / landscape experience.

Activity organisers would benefit from significant improvements in the booking system, packaging of catering, accommodation and technical support to suit a range of groups, the logistics of arrival and orientation for their attendees, the amenity of the
communal facilities and consistency in comfort of the accommodation.

The communal kitchen and dining facilities are not satisfactory due to poor acoustics, unsuitable layout and size of rooms and lack of protected external gathering spaces. In their current condition they have a negative impact on the function and perception of the campus.

A number of potential ANU users are taking up packages provided by competing venues that enable organisers to focus on the activity content but do not have the same association with the ANU culture and environment.

Current Opportunities

The campus is a unique asset of the ANU, having the potential for development into an internationally recognised centre for researchers to gather together to work on complex problems, and as a distinctive place to create a unique academic experience for ANU academics and students in a quintessentially Australian coastal setting.

The history of research on the site, its preservation as a predominantly landscape environment containing evidence of the history of human habitation, and modifications made to the environment over time create the potential for long term studies into complex problems such as climate change and sustainable land management.

The KCC is currently underutilised. Investment in the site to improve the existing facilities and operation would significantly enhance its attractiveness for program organisers if combined with development of accommodation / catering / venue packages and integration into the academic and pastoral programs of the ANU’s Colleges, Research Schools and Centres.

Drivers of Change

The primary drivers for further development of the KCC are:

- Structuring the campus to accommodate concurrent use by diverse groups undertaking a range of activities,
- Provision of a full complement of facilities at a standard required to support University programs,
- Replacement and upgrading of existing facilities that are no longer fit for purpose or compromise visitor amenity, and
- Improvement of the visitor arrival and orientation experience.

Strategic Planning Framework

KCC MP 2030 identifies future values, planning objectives and planning principles around the following key themes.

- Theme 1 Academic Intent
- Theme 2 Campus Structure
- Theme 3 Functional Elements
- Theme 4 Built Form
- Theme 5 Heritage
- Theme 6 Landscape
- Theme 7 Transport and Movement
- Theme 8 Infrastructure
- Theme 9 A living campus

All aspects of the campus master planning, development and management can contribute to an exemplary holistic approach the long term sustainability of the KCC and protection of its environment and this has been considered in the development of each theme.

Key Initiatives

Through the consultation process a number of key initiatives have been identified that would support increased use of KCC for a curated program of field work, academic retreats and international research projects and workshops.

The central area of the campus could sustain an increased level of development and be expanded with limited impact on the adjoining landscape.

This Master Plan proposes growth in numbers accommodated in on-site residential programs by up to 50 percent. This requires a modest level of development but would accommodate larger groups and enable a range of smaller groups to be on site concurrently.

Refer to Figure 4 2030 ANU KCC Master Plan
The Campus Core

The Campus Core is the focus for visitor activity on the site and the location of most facilities. It is here that there is the greatest opportunity to enhance the amenity and operation of the KCC.

Key initiatives proposed in the Campus Core are:

- Replacement of the existing meeting / dining facilities with two new communal facilities that provide a high level of amenity to enable them to function as multipurpose hubs for programmed activities, dining and social interaction.
- Creation of an all-weather pedestrian circulation spine to separate people moving around the campus on foot from vehicle traffic and link all facilities.
- Creation of an expanded accommodation zone north of the Avenue. By locating the new accommodation north of the pedestrian spine the original settlement structure that is a feature of the existing campus would remain legible and new facilities would have northerly outlook and orientation. Combined with progressive upgrading or replacement of the existing campus accommodation as required, this would expand the accommodation capacity on the site and achieve a consistent level of amenity for use throughout the year.
- Creation of a new purpose built central office would improve staff conditions and accessibility of administrative support for visitors.
- Creation of a reception facility near the campus entry and improved wayfinding would significantly enhance the arrival, and orientation.
- Upgrading the landscape to provide sheltered outdoor gathering places for both programmed and informal use.
- Establishment of a comprehensive record of site service infrastructure as a basis for future rationalisation and expansion to provide increased capacity as required to sustainably develop the campus.

Implementation

The nearby towns provide a wide range of accommodation on a commercial basis. By concurrently building links to these resources, the ANU could stage development of the site to enable an early focus on replacement of the communal hubs.

A progressive upgrading and expansion of the on-site accommodation could follow as demand emerges based on a curated program of use.

In the longer term, ongoing use of commercial accommodation and services, such as catering, sourced in the nearby towns would provide a benefit to the local community and enable the campus to draw on this extended capacity and flexibility as needed to run a growing diverse program of activity.

Critical to the future of the campus is a sustained commitment to the use of the campus by the ANU at a level that supports the required investment to maintain exemplary stewardship of The Gift.

Land Management

Retention of the property in a largely “natural” state would preserve its value as a research asset and is consistent with the intent of the Deed. Land management of the forest, clearings and waterways is a significant ongoing obligation.

Key initiatives proposed with regard to land management are:

- Establishment of a land management program linked to research programs within the ANU Colleges and partner institutions demonstrating excellence in coastal land management, conservation and protection of endangered ecological communities.
- Establishment through on-site field work of the extent and status of the endangered ecological communities and threatened species habitat and the embedding of strategies for their protection in the land management and outreach programs.
- Establishment and resourcing of a holistic program of land management that achieves bushfire protection of the campus and its facilities whilst protecting and enhancing the biodiversity of the landscape.
INTRODUCTION

Purpose

The primary purpose of the Kioloa Coastal Campus Master Plan 2030 (KCC MP 2030) is to guide the evolution of the Australian National University’s (the University or ANU) “campus in the forest by the beach”. The intention is to provide a unique environment that staff, students and collaborators will seek out as a place where they can focus on the development of new ideas and knowledge through dialogue, reflection and research.

The Master Plan was prepared by LociGenesis in collaboration with Fresh Landscape Design. It is based on consultation with existing users, ANU Executive and ANU Facilities and Services (ANU F&S), the Kioloa Administrative Board (KAB), the Edith and Joy London Foundation (EJLF), and the Shoalhaven City Council (SCC), as well as information provided by ANU on the site conditions and assets.

The KCC MP 2030

• Guides ongoing development and maintenance of the physical environment of the campus,
• Responds to the obligations established in the Deed gifting the land to the University (The Gift),
• Responds to the themes of University’s Strategic Plan
• Responds to the University’s ambition for the campus to be an internationally recognised venue for collaboration on leading research and educational projects,
• Provides planning guidelines that create a rationale, cohesion and structure for future development, and
• Proposes improvement of the functionality of the campus through enhancing the communal facilities, legibility and ease of arrival and orientation and accommodation quality.
• Proposes a more proactive engagement with the ANU Reconciliation Action Plan (RAP).

The Master Plan will be reviewed on a maximum 5 yearly cycle to ensure its continuing relevance as the University and campus develop.

Vision

The ANU Kioloa Coastal Campus (KCC) is a place for intellectual collaboration in a beautiful Australian environment to nurture innovation and thought leadership. The KCC allows academics, students and staff at ANU and an international community of leading researchers and scholars to temporarily free themselves from everyday demands and activities to achieve more. With access to the resources of the ANU, this retreat provides a collegiate venue for focussed academic work augmented by the opportunity for informal, social interaction to build relationships between people, disciplines and spheres of knowledge.

ANU’s Strategic Themes

Strategic Theme 1: Building on a Culture of Academic excellence

Research, Innovation and Research Training

The KCC provides a collegiate venue, both close enough to and far enough from the Acton Campus (185 kilometres), for groups of academics and students to break the routine of the everyday to immerse themselves in short term, focussed transformative programs and projects.

The campus itself is a resource for ongoing research projects in physical, biological and social sciences. For undergraduates the preservation of the site and its heritage support field work that opens minds to the diversity and interconnectedness of the natural and human world and how to better understand it. For leading researchers in various fields the longevity of data sets available and a singular site transecting diverse ecological communities from the escarpment to the coast provide a valuable basis for long term research.

Research based on the property and coordinated with the ongoing sustainable land management requirements of the campus can provide national leadership in coastal land management practices.

Education

The campus, as a fully supported retreat with access to the academic resources of the University and a diverse range of venues and activities, provides a
collegiate meeting place where cohorts of students from a mixture of disciplines can participate in innovative, collaborative teaching activities which:

- Hot house development of skills and confidence while overcoming isolation and promoting resilience through integration into the broader academic community,
- Deliver cross disciplinary projects and courses tackling complex problems (e.g. Vice Chancellor’s courses, international workshops)
- Test new educational processes.

**Strategic Theme 2: Delivering on our Unique National Responsibilities**

**Transforming Society**

The KCC provides a uniquely attractive and intimate Australian locale for international and national collaboration with key partners, such as the International Alliance of Research Universities (IARU) and other institutions, to tackle complex global problems and issues.

The readily accessible regional location of the campus extends ANU’s capacity for outreach – opening doors to knowledge and opportunity and creating support networks in the broader community.

**Indigenous Reconciliation**

The KCC is a unique University venue in a landscape environment replete with evidence of Indigenous habitation. It has a documented history of at least 20,000 years of inhabitation and a number of listed Indigenous sites form a distinctive part of its heritage and a valuable resource for ongoing research and cultural experiences.

As members of the ANU community, Indigenous academics and students are able to access the campus facilities as they develop themselves and their disciplines through the wide range of programs and courses run by ANU Colleges, Research Schools and Centres.

ANU is a national institution and its campuses encompass landscapes inhabited by Indigenous peoples of several language groups. KCC is a place in which “Welcome to Country” mentoring and orientation retreats for first year cohorts of Indigenous students could be created in addition to the above opportunities.

As a venue for international workshops the campus provides a highly appropriate place to bring together academics from the world’s leading Indigenous research universities.

*Figure 1 ANU Kioloa Coastal Campus View from the East*
Strategic Theme 4: Building a Culture of Collegiality and Engagement - Across and Beyond ANU

The campus is a uniquely Australian coastal retreat fit for the creation of an international centre that draws leaders in various fields from the ANU and around the globe to workshops promoting peer to peer collaboration to cross pollinate, push and test emerging ideas.

The KCC is a venue for mentoring programs that develop leadership skills and culture in students and academics.

The campus is neutral ground – a place where capacity for cultural behaviour enabling cross disciplinary collaboration and dialogue can be fostered in undergraduate and postgraduate students, emerging and early career academics and international thought leaders.

Strategic Theme 5: Creating an Unrivalled Campus Environment

KCC is a unique and beautiful environment that provides a distinctive educational and research experience. The setting, with its access to the forest and beach, helps to create an intensely focussed, but relaxed, collegiate environment. By enhancing the structure of the campus and updating and upgrading its facilities it could be transformed into a globally recognised centre for excellence in collaborative research and academic development.

Context

The Locale

The campus is a 348 ha property located between the coastal townships of Bawley Point and Kioloa. Bawley Point has a resident population of 565 people and Kioloa has a resident population of approximately 200 people. Tourism is a one of the primary sources of income for the area and both towns contain campgrounds and other accommodation for visitors who come to the area primarily in the summer. During summer the population expands significantly due to the presence of regional, interstate and international visitors.

The campus extends from above the mean high tide mark on the beach forming its eastern boundary, to the foothills of the Murramarang Range and Murramarang National Park to the west. To the north it is bounded by private land holdings and the SCC Kioloa Waste Depot and Mens’ Shed. To the south

Figure 2 ANU Kioloa Coastal Campus Location
Today the campus is a valued resource to a limited cohort of the ANU community. The variability in the quality of campus facilities, and the operational legacy of a period of limited access to broader ANU support systems, has compromised the operation of the campus and its capacity to build awareness and support across the ANU.

History of Campus Development

Early History of the Property

There is documented evidence of inhabitation of the campus locale dating back 20,000 years. The site falls within the boundary of the Yuin language group and near the boundary of the Dhurga language group. The Murramarang people are still present in region and a number have ongoing connections to the campus.

The settlement of the land by people of European origin commenced in the 1830’s following surveys of the area in the preceding years. Over time the landscape was modified to suite forestry and agricultural activities. The settlement created on the KCC property comprised a cleared pasture area, a main homestead, cottages tenanted to workers, surrounding outhouses and roads providing access to the forest areas. The homestead became a centre for communication as the Post Office for the growing local community.

The London family held the property from 1929 to 1975 when Joy London decided to protect the property from subdivision and development as a coastal resort by gifting it to the University for the purposes of research. The Deed (refer Section 1.6) includes an obligation to maintain the property largely as it was handed over, subject to the need to modify it support the University’s activities.

Current Opportunities

The campus is a unique asset of the University, having the potential for development into an internationally recognised centre for researchers to gather together to work on complex problems, and as a distinctive place to create a unique academic experience for ANU academics and students in a quintessentially Australian coastal setting.

The history of research on the site, its preservation as a predominantly landscape environment containing evidence of the history of human habitation, and modifications made to the environment over time create the potential for long term studies into complex problems such as climate change and sustainable land management.

The KCC is currently underutilised. Investment in the site to improve the existing facilities and operation would significantly enhance its attractiveness for program organisers if combined with development of accommodation / catering / venue packages and integration into the academic and pastoral programs of the University Colleges, Research Schools and Centres.

The Deed

Gifted to the University in 1975 by Joy London the development and use of KCC is governed by the Deed. The Deed records the donation of the land to be used for

“...University purposes which shall include student instruction in a number of disciplines, experiments and long term research projects in geology, forestry, botany, marine biology, zoology, geography, pre-history, farming and associated scientific studies from time to time decided upon by the donee.”

It also records the University’s agreement to:

“...so far as it is competent to do so to preserve the land in its entirety in its natural and present state as far as possible consistent with using it for the University purposes as referred to above and shall not unnecessarily subdivide or develop it other than for University purposes. Such development is to be carried out with a view to maintain as far as practical its sense of simple natural environment..”
Governance

KCC is one of the University’s named Foundations under the Board of Governors.

Since the initial donation of the campus to the University the governance structure for the campus has evolved from the initial Campus Management Committee to encompass more structured groups with clear delegations as shown in Figure 3 KCC 2016 Governance Structure.

The position of KCC Program Manager has existed historically but is currently not funded. A KCC program manager who coordinates the outreach, workshop and academic programs in conjunction with packaging accommodation and catering to support activity organisers will be important to the promotion of the campus and its level of use.

Statutory Planning Context

The local statutory planning authority is the Shoalhaven City Council. Except where provisions are made under a State Environmental Planning Policy (SEPP) the Shoalhaven Local Environment Plan (SLEP) sets the conditions for development.

The land west of Murramarang Road is zoned RU1 and several land uses are regulated under SEPP (Infrastructure) 2007 for this zone. To the east of Murramarang Road is zoned E3 Environmental Management. Murramarang Road is zoned SP2 Infrastructure.

In addition to these zones the SLEP maps show:

- The whole campus is classed as Heritage – General although it should be noted that only the homestead is identified as having local heritage significance,
- The whole campus is classed as a Biodiversity – Habitat Corridor,
- Butlers Creek and the upper reaches of Prossers Creek are a Watercourse Category 2, the lower section of Prossers Creek running through the cleared area is Watercourse Category 3 and Butlers Lagoon is recorded as a Sensitive Area – Water, and
- The extent of acid sulphate soils.

Drivers of Change

The primary drivers for further development of the KCC are:

- Enhancement of the connection between the use of the campus and the academic purpose of the ANU,
- Expansion of the campus program to create a centre for international level academic workshops and courses with a reputation for the pursuit of excellence in research,
- Development of a sustainable pattern of use and land management to protect the ongoing value of The Gift and the campus environment into the future.
- Structuring the campus to accommodate concurrent use by diverse groups undertaking a range of activities,
• Provision of a full complement of facilities at a standard required to support University programs,
• Replacement and upgrading of existing facilities that are no longer fit for purpose or compromise visitor amenity, and
• Improvement of the visitor arrival and orientation experience.

Strategic Planning Framework
KCC MP 2030 identifies future values, planning objectives and planning principles around the following key themes.

Theme 1 Academic Intent
The Deed requires the use of the campus for research and education purposes by the University.

Theme 2 Campus Structure
Campus Structure describes the major ordering of the physical and planning components of the site and defines the underlying framework and character.

Theme 3 Functional Elements
Functional Elements describes the primary buildings and landscape structure for recreational, operational and research use. They define what occurs within the campus and where.

Theme 4 Built Form
Built Form describes the architectural and spatial design qualities of the campus as well as defining the overall character of the campus established through the design of its building and spaces.

Theme 5 Heritage
Heritage describes heritage values of the campus that enable the creation of connections with the past to inform its evolution to meet the aspirations of the present whilst protecting the value of The Gift.

Theme 6 Landscape
Landscape defines the visual and ecological qualities of the campus that are a key resource for research programs as well as a setting for recreational activities.

Theme 7 Transport and Movement
Under Transport and Movement pedestrian, recreational cyclist and vehicle movement paths are considered along with path networks and access roads.

Theme 8 Infrastructure
Infrastructure using sustainable, efficient methods of providing services to the site is the focus of this theme.

Theme 9 A Living Campus
Living Campus addresses the operational and social aspects of the campus that support its use as a teaching and research centre.

All aspects of the campus master planning, development and management can contribute to an exemplary holistic approach to the long term sustainability of the KCC and protection of its environment and this has been considered in the development of each theme.

Key Initiatives
Through the consultation process a number of key initiatives have been identified that would support increased use of KCC for a curated program of field work, academic retreats and international research projects and workshops.

The central area of the campus could sustain an increased level of development and be expanded with limited impact on the adjoining landscape.

This Master Plan proposes sustainable growth in numbers accommodated in on-site residential programs by up to 50 percent. This requires a modest level of development but would accommodate larger groups and enable a range of smaller groups to be on site concurrently.

Refer to Figure 4 2030 ANU KCC Master Plan.

The Campus Core
The Campus Core is the focus for visitor activity on the site and the location of most facilities. The greatest opportunity to enhance the amenity and operation of the KCC exists in the Campus Core.

Key initiatives proposed in the Campus Core are:
• Replacement of the existing meeting / dining facilities with new communal facilities that provide a high level of amenity to enable them to function as multipurpose hubs for programmed activities, dining and social interaction.
• Creation of an all-weather pedestrian circulation spine to separate people moving around the campus on foot from vehicle traffic and link all facilities.
Figure 4 2030 ANU KCC Master Plan
Creation of an expanded accommodation zone north of the Avenue. By locating the new accommodation north of the pedestrian spine the original settlement structure that is a feature of the existing campus would remain legible and new facilities would have northerly outlook and orientation. Combined with progressive upgrading or replacement of the existing campus accommodation as required, this would expand the accommodation capacity and achieve a consistent level of amenity for use throughout the year.

Creation of a new purpose built central office would improve staff conditions and accessibility of administrative support for visitors.

Creation of a reception facility near the campus entry and improved wayfinding and interpretive signage would significantly enhance the arrival experience and orientation of external visitors.

Upgrading the landscape to provide sheltered outdoor gathering places for both programmed and informal use.

Establishment of a comprehensive record of site service infrastructure as a basis for future rationalisation and expansion to provide increased capacity as required to sustainably develop the campus.

Implementation

The nearby towns provide a wide range of accommodation on a commercial basis. By concurrently building links to these resources, the University could stage development of the site to enable an early focus on replacement of the communal hubs.

A progressive upgrading and expansion of the on-site accommodation could follow as demand emerges based on a curated program of use.

In the longer term, ongoing use of commercial accommodation and services, such as catering, sourced in the nearby towns would provide a benefit to the local community and enable the campus to draw on this extended capacity and flexibility as needed to run a growing diverse program of activity.

Critical to KCC’s future is a sustained commitment to the use of the campus by the University at a level that supports the required investment to maintain exemplary stewardship of The Gift.

Land Management

Retention of the property in a largely “natural” state would preserve its value as a research asset and is consistent with the intent of the Deed. Land management of the forest, clearings and waterways is a significant ongoing obligation.

Key initiatives proposed with regard to land management are:

- Establishment of a land management program linked to research programs within the ANU Colleges and partner institutions demonstrating excellence in coastal land management, conservation and protection of endangered ecological communities.

- Establishment through on-site field work of the extent and status of the endangered ecological communities and threatened species habitat and the embedding of strategies for their protection in the land management and outreach programs.

- Establishment and resourcing of a holistic program of land management that achieves bushfire protection of the campus and its facilities whilst protecting and enhancing the biodiversity of the landscape.
Figure 5 The lagoon on the beach

Figure 6 The diverse forest understorey
THEME 1 ACADEMIC INTENT

2016 Condition
The use of the site has grown to 33% of capacity driven by a program of diversification of user groups. While this usage rate is comparable with local tourist accommodation, increased research activities should see higher use.

Within the University the core user groups are researchers and academics for whom the assets of the site are viewed as a valuable resource for teaching and research, and groups of students (undergraduate and post graduate) engaged in a range of writing, training and mentoring programs. Support for usage of the site as part of the development of the University teaching and research program is variable between Colleges and highly dependent on individual academics and staff with personal knowledge of the site.

There are a wide range of activities occurring at varying levels of frequency and intensity run by the ANU Colleges, Research Schools and Centres, external organisations working with schools, external institutions, partner organisations and community groups.

For all of these activities KCC represents an out of the ordinary experience – a place where the day to day concerns do not impinge, where contemporary teaching facilities, the natural beauty of the site and the shared accommodation, dining and activity allow both focussed concentration and building of interpersonal connections and networks.

However, for organisers there are issues with the booking system, the logistics of arrival and orientation for their groups, the variability in comfort of the accommodation and the amenity of the communal facilities.

For the site managers, the lack of continuity of commitment from user groups is an issue.

Undergraduate Usage
The undergraduate groups on campus are currently seen as providing the strongest links into the academic program of the University through:

• Undergraduate mentoring and training activities related to leadership and engagement in the pastoral activities both on campus and beyond,

• Undergraduate orientation and social activities building peer to peer support bonding within various cohorts to ground them for experience of the main campus, and

• Undergraduate course field work utilising the research assets of the campus and its locale.

Alternate venues are also being used by various University groups for all of these activities. They do not have all the assets of KCC but are often packaged to alleviate the need for engagement in catering and venue organisation by event organisers.

International Workshops
International workshops / courses have been occurring driven by individual academics with a knowledge of the assets at KCC. There is a low level of uptake at present for this type of activity and the venue facilities and operations need enhancing to make it more attractive for University and International academics.

There are a number of international institutes that have been cited as benchmarks for this kind of facility including Aspen Centre for Physics in the United States and Les Houches School of Theoretical Physics in France. In these centres venue and operational support are marketed as a defined package(s) that workshop organisers can interface with easily. This approach, combined with appropriate physical infrastructure, makes management of visitor arrival and orientation, arrangement of supplementary off-site accommodation, service supply and efficient running of on-site programs of activity easy to achieve.

Higher Degree by Research (HDR)
HDR related field work is not currently occurring other than in the context of courses.

Post graduate retreats to undertake writing workshops allow total focus and break the isolation of the individual pursuit. These retreats have been running for several years and there is a significant level of demand for support programs from HDR students. Competing venues offer packages that enable organisers to focus on the content but do not have the same association with the University culture and environment.
Values to 2030

The University’s commitment to use of the site underpins KCC’s long term viability and ongoing stewardship of the gifted property.

A retreat from day to day demands to focus on creation of new knowledge and skills.

A collegiate place which, as neutral ground, provides an environment for innovation where academics from diverse disciplines can meet to develop and share ideas.

A campus with environmental integrity maintained over a period of decades and its associated historic and current curated data sets provides a base for development of ongoing research programs of national and international significance.

Planning Objectives

KCC provides a renowned venue for leading international and national strategic thinkers to develop world class research through reflection and collaboration with their peers.

The research value of the KCC is enhanced through identification and protection of the natural and heritage site assets that provide the resources that underpin use of the site for research programs.

Full access is provided to University resources required to enable a diverse range of research and educational activities that enhance the University’s international recognition as a centre of academic excellence.

KCC provides a unique resource and venue actively used by all Colleges to meet the academic and pastoral goals of the University.

Planning Principles

The facilities provided on the campus attract and encourage Colleges to run unique programs that support the achievement of the academic and pastoral goals of the University.

Research facilities are provided at a standard consistent with those on Acton campus and designed and equipped to enable use by a diverse range of field work programs.

Campus development enables flexibility to accommodate a range of concurrent groups to maximise use of the site.

Figure 7 View from Nundera Point to Avenue Beach and the Coastal Forest
THEME 2 CAMPUS STRUCTURE

2016 Condition

Structural Elements
The four principal biodiversity and landscape zones set the overall character and structure of the campus.

Coastal Forest Zone
The Coastal Forest is a coastal dune and lagoon area to the east and west of Murramarang Road including vulnerable or endangered ecological communities. The property boundary is 30.5 metres above the mean high tide level and excludes Butlers Lagoon. Below this level there is public beach accessed from a council carpark east of Murramarang Road and a publicly accessible track across Nundera Point. This zone is therefore subject to a high level of uncontrolled access by the public.

Forest Zone
A forested area rising from the Paddocks up to the escarpment near the boundary with Murramarang National Park.

The Paddocks
The Paddocks comprises two cleared areas west of Murramarang. To the north of The Avenue is the Prossers Creek Paddock within which are located waste treatment and water collection areas and a community garden. To the south of The Avenue is the Butlers Creek Paddock. At present the kangaroo proof fence boundary to the Paddocks encroaches on forest areas.

Campus Core
The 2007 Master Plan defined a development area on the ridge between the two creeks where the main access road and most buildings are located. This has been fenced and additional facilities constructed resulting in a distinct accommodation and activity zone separating the Paddocks. This forms the existing Campus Core which is the focus for visitor activity.

N.B. The Paddocks and the Campus Core were previously identified as the Agricultural Zone in the reports on KCC biodiversity prepared by Judith Caton.

Figure 8 The forest on Moores Road
Three key roads form the remaining structural elements. They are:

Murramarang Road, a public road transecting the site from north to south parallel to the beach at the rear of the dunes, separating the Coastal Forest Zone from the rest of the campus.

The Avenue, the road located on a ridge of land between Butler’s and Prosser’s Creek pasture areas is the primary organising vehicular access spine.

Moores Road, a 4WD road providing controlled access to the forested areas of the site from the western end of The Avenue.

Opportunities and Constraints

Sustainable expansion of the existing Campus Core would enable provision of additional accommodation and facilities on the campus. Water supply, energy and sewerage disposal are key constraints to growth.

Values to 2030

Consistent with The Deed the campus is retained in single ownership by the University.

Consistent with the Deed the campus land use pattern is substantially retained and the biodiversity and heritage value of the site is protected.

Planning Objectives

The campus structure expresses the history of the site whilst providing flexibility for increased usage as an extension of the Acton Campus and location for high level international research workshops.

The Campus Core is extended to provide sufficient area to allow for supplementary facilities required to support expanded usage aligned with University teaching and research mandates within an open landscape setting.
Planning Principles

Refer to Figure 10 2030 ANU KCC Campus Structure.

The Campus Core housing all facilities required by visitors to the site is located in a defined area flanking The Avenue with accommodation areas extending to the north.

The Coastal Forest Zone’s primary purpose is conservation of biodiversity, vulnerable and endangered ecological communities, and listed heritage sites along with associated research and field work training. Limited infrastructure is provided to manage visitor access and display interpretive material.

The Paddocks are defined by perimeter vegetation and the Campus Core boundary. Management of this area is to provide a strategic fire advantage zone around the Campus Core development and infrastructure and environmental site services associated with waste treatment, water supply collection, water quality protection and energy generation.

The Forest Zone is a conservation and research zone that can be developed to provide core infrastructure to the site such as a communications tower and low impact recreational access and facilities, provided that the research and biodiversity values are maintained and any impacts on these values and associated uses are mitigated.

The beach and Murramarang Road frontages are managed as the key public interfaces between the campus and the local community and transient / seasonal visitors.

The Avenue is reinforced as the vehicular access spine servicing the developed area of the site.

A pathway spine located north of the Avenue provides pedestrian access to all facilities.

Moore Road provides controlled access to the forested areas of the site from the western end of The Avenue.
Figure 10 2030 ANU KCC Campus Structure
THEME 3 FUNCTIONAL ELEMENTS

2016 Condition
The key functional elements of the KCC in 2016 as shown on Figure 11 2016 Distribution of Uses comprise:

- Visitor accommodation located along the northern edge of the Avenue which provides vehicular access to adjacent parking. The accommodation format ranges from bunkhouses with limited space to twin share rooms within cottages containing individual workstations.
- The publicly accessible London Shed which is the primary venue for meetings and events on site and is located off a public carpark adjacent to and accessed from Murramarang Road. Its main lecture room accommodates 150 people.
- Visitor amenities / dining facility buildings located at the eastern and western ends of the visitor accommodation area in the “Mess” and Walkers Cottage. These have commercial kitchens most suitable for use by caterers or supervised groups rather than allowing individuals to cater for themselves. These communal facilities are not satisfactory for use by large groups due to poor acoustics and layout and size of their rooms. Neither have substantial protected external verandas which limits their amenity and capacity to be used flexibly for social gatherings. Walker Cottage is also used for campus housekeeping operational activities for which it is not designed.
- A central field work laboratory. This facility has developed on an ad hoc basis over time driven by specific research projects and associated donations of equipment. It is not consistent with the quality of current facilities on the Acton campus.
- The administrative area at the western end of the avenue comprising the Joy London Homestead and garden (the current site manager’s residence and the office), the machinery workshop and the works depot and storage.

The landscape of the campus is itself also provides key functions:

- The whole site provides a range of interpretive experiences and natural resources used extensively in teaching, research and outreach activity on the site,
- Social gathering places within and the setting for the Campus Core,
- The beach area provides a significant recreational opportunity for visitors to the campus and the public for whom access is provided by a public carpark east of Murramarang Road on an area of land ceded to the SCC for this purpose, and
- A community garden for the local Bawley Point / Kioloa communities in the Prossers Creek Clearing.
- The key functional elements of the site are largely contained within the existing Campus Core. The current distribution of amenities and accommodation facilitates use of the site by concurrent groups. It can be nominally organised as an upper and lower campus each focussed on a separate dining / meeting facility.

The arrival and address point for on-site visitors requires visitors to enter a private residence at the westernmost end of The Avenue where there is no clear parking provision. The location of the office in the residence and lack of dedicated staff amenities has been identified as a problem in the Business Health Check report.

Opportunities and Constraints
A clear arrival and orientation point for visitors, especially those staying on site, is required and would ideally be located in the campus entry area.

Improvement on staff amenity and a central location for visitor support would be achieved by provision of a central office and staff amenities facility located within the shared resources or campus entry areas. This would also provide a location for visitor support and separate the workplace from the site manager’s accommodation.

The communal dining / meeting facilities are social hubs for visiting groups both for intra and inter group social activities and for smaller group workshops and meetings. Their compromised function is reported to have a negative impact on perceptions of the site as a suitable venue for workshop, educational and research activities. Upgrading these facilities to provide functional attractive spaces is a priority for the campus to fulfil its potential.

To support enhanced use of the campus for field research, improving the laboratory capacity and enhancing its flexibility for use by concurrent groups and research projects should be investigated.
Figure 11 2016 Distribution of Uses
Provision of purpose designed housekeeping facilities well located for servicing the accommodation would enhance operational efficiency.

Values to 2030

The campus functions effectively as a field station for undergraduate and graduate programs, a retreat for focussed academic work and a venue for research collaboration, workshops of international significance and cultural activities.

Planning Objectives

KCC is a fully resourced ANU campus providing the full range of facilities required to enable visitors to stay on the site and undertake workshops, research and teaching activities.

The functional elements of the campus are located to support concurrent use by separate groups for research projects, education and training, international academic workshops and public outreach programs.

Planning Principles

Refer to Figure 12 2030 ANU KCC Functional Elements.

A new main communal and dining facility with a capacity for up to 150 people is provided in close proximity to the London Shed to form the main activity hub for ANU and visitor use of the site and to cater for public events.

A new communal and dining facility capable of functioning as a meeting room for 30 to 50 people, is provided in the upper accommodation area.

Building on an upgraded laboratory, shared support facilities in a central location in the Campus Core for ease of access by groups located in adjoining accommodation and to provide access for service and field work vehicles from The Avenue.

The service depot is located out of the accommodation zone, accessible from Moores Road. It is managed to limit its visual impact and extent.
Figure 2 2030 ANU KCC Functional Elements
THEME 4 BUILT FORM

2016 Condition
The original settlement structure with former sawmill workers cottages located along the northern edge of The Avenue which terminates at the Kioloa Homestead creates a memorable image at the heart of the campus. The newer buildings are typically located to the area north of the Avenue behind the original settlement cottages.

With the exception of the London Shed, which houses the main lecture and seminar spaces, most buildings on the site are of single storey light weight construction with pitched metal roofs. The original London Homestead and cottages are weatherboard. A rather disparate group of buildings is given a level of cohesion through colour, material and roof form.

All of the buildings have a modesty of scale and simplicity of form suited to the coastal rural setting and the intimacy of the activities on the site.

The London Shed’s public scale, ochre coloured rendered straw bale walls and colonnades of timber columns sourced from the forest on the campus make it an architecturally distinctive building within the campus. Its location close to Murramarang Road to the north of the cottages along the Avenue gives it high visibility as the prime venue for events and outreach activities on the site whilst preserving the legibility of the original settlement for visitors arriving on the site.

The condition of the buildings is variable with a number in need of maintenance or replacement. The older buildings were not designed to incorporate ESD principles and are poorly insulated and sealed, with limited heating reportedly making them uncomfortable to use in winter.

The outbuildings of the property provide storage and workshop areas. Storage of materials and equipment is increasingly being managed by bringing shipping containers onto the site. Their advantage is that they are robust, secure and provide a high level of protection from damage by vermin or prevailing atmospheric conditions. However, they lack architectural quality and are not well located with regard to their impact on the presentation of the campus.

Opportunities and Constraints
Retention of the visual prominence of the original cottages on the Avenue is possible whilst opening up the site to alternate development patterns.

The location of The Avenue on the east west ridge creates the opportunity for buildings to be located to the north on a slope with a favourable aspect for passive solar design and outlook over the Prosser Creek Paddock.

Values to 2030
The campus is a centre of excellence in research and sustainability with high quality architecture that complements the relaxed coastal settlement character.

The architecture achieves a high level of functionality for research and educational activities and provides comfort for visitors in all seasons.

Planning Objectives
New building design and existing building refurbishment promotes and contributes to the long term sustainability of the campus through innovative ESD design.

The campus buildings are integrated into the landscape to create social places to foster collaboration and build a sense of community for groups visiting the site.

The facilities, while modest in character, are of a quality that supports excellence in research and teaching.
Figure 13 2030 ANU KCC Master Plan Campus Core
Planning Principles

The landscape character of the Campus Core is retained by limiting the footprint of new development through:

- progressive removal and replacement or adaption of buildings which are no longer suitable for their function and are not structures identified as having heritage value
- progressive adaptation of structures identified as having heritage value to make them suitable for use for ANU purposes. Adaptive reuse is to be considered prior to proposing infill to limit the requirement for new buildings
- use of smaller buildings sited within a landscape setting

New buildings enhance the social spaces of the campus through placement to define and provide shelter to outdoor gathering places and inclusion of generously sized transitional spaces such as verandas and decks.

New accommodation buildings complement the existing weatherboard, pitched roof cottage architecture in scale and form but are contemporary in detail and distinguished by their use and expression of sustainable design principles.

Materials used in new accommodation buildings create a similar palette of pastel colours and materials to that of the existing heritage cottages, and Nix and Barwick Cottages, maintaining a sense of architectural cohesion.

Communal buildings and shared resource facilities, while contributing to a coherent campus grouping, have a distinctive character and, when appropriate to their function, scale, making them easily identifiable as venues for visitor activities.

Buildings are sited to take advantage of views to the surrounding landscape and broader vistas and to maintain the sense of being within a rural landscape.

The existing facilities are replaced or upgraded as required to provide comfortable use in all seasons.

New buildings are:

- oriented to take advantage of solar access to the interior communal spaces in winter,
- provided with external shading to limit heat build-up in summer,
- sited and designed to capture cooling summer breezes whilst providing protection from winter prevailing winds,
- highly insulated to reduce the energy demand for heating and cooling, and
- designed to limit ongoing maintenance requirements.

Selection of materials and systems used in construction of facilities and infrastructure on the site considers their environmental impact.

![Figure 14 The London Building Verandah](image-url)
THEME 5 HERITAGE

2016 Condition
At the time of writing ANU Facilities and Services have prepared a draft Heritage Management Plan (HMP) in accordance with the University’s obligations under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) as a Commonwealth agency.

Heritage Listings
- The London Homestead is listed as item 246 on Shoalhaven City Council LEP2014 on Schedule 5 Environmental Heritage.
- The NSW Government’s Aboriginal Heritage Information Management Service (AHIMS) lists 27 Aboriginal sites on or within 200 metres of the University property. Analysis of the GPS data shows that there are at least 19 AHIMS-listed sites on the campus. There are 2 sites (58-4-0014; 58-4-1033) with restricted location data that may also be on the campus.

Indigenous Heritage
The KCC is situated within a locale that evidence suggests has been inhabited by Aboriginal people for at least 20,000 years. This includes habitation by the Murramarang people of the Yuin language group. The campus is also situated near the boundary of the Wandandian and Walbanga tribes of the Dhurga language group.

As shown on Figure 15 2016 Indigenous Heritage Sites identified by Titchen (1986) and AHIMS, the three major Indigenous site types found at KCC are:
- Shell middens
- Grinding grooves and
- Artefact scatters or isolated finds

Nundera Point and the dunes behind Shell Beach are the site of Aboriginal middens of heritage significance requiring conservation. Walkways and fences manage public access in the coastal zone by creating preferred walking routes, thereby protecting adjoining dune areas.

Local members of the Indigenous community have been actively involved in activities undertaken on site as part of University field trips and outreach programs.

Historical Heritage
The European history of settlement and use of the KCC site for agriculture and forestry remains visible through The Avenue and the main homestead, cottages and outbuildings that remain on the campus. Most of these structures are still in active use today as part of the accommodation and operational infrastructure of the campus. Refer to Figure 16 2016 Historic Heritage for locations of key Historic heritage assets.

In the draft HMP the University has identified the following elements as having heritage significance:
- Elements with high local heritage value:
  - Kioloa Homestead
  - Collins’ Cottage
  - The Avenue
- Elements with moderate local heritage value:
  - Groper’s Cottage
  - Peter’s Cottage
  - Walsh’s Cottage
  - Frankel’s Cottage
  - Homestead Outbuildings
  - The Barn
  - The Dairy
  - Lookout on Don Moir Hill
- Elements with low local heritage value:
  - Old Fire Shed
  - The Schoolhouse Dormitory (Low-Moderate)
  - Original Butler’s Creek Bridge (Low-Moderate)
  - Walk-saw site
  - European Rubbish Dump

The condition of the built elements varies, in part dependent on the degree to which they have been adaptively reused as part of the University operational requirements.
Figure 15 2016 Indigenous Heritage Sites identified by Titchen (1986) and AHIMS
Figure 16 2016 Historic Heritage
Natural Heritage

The KCC is bounded to the south and to the west by the Murramarang National Park which is a protected area managed by NSW Parks and Wildlife. The campus is included in the Southern New South Wales Regional Forest Agreement.

A diverse mosaic of plant communities exist on the KCC and there is habitat suitable for a number of threatened fauna species that are known to be present in or near the locale.

The NSW Office of Environment and Heritage (OEH) has mapped two data sets indicating the presence of Endangered Ecological Communities (EEC) on the campus. Figure 18 in Theme 6 Landscape and Land Management shows how these communities contribute to the biodiversity and cultural landscape of the site.

The Coastal Forest zone is habitat for a number of threatened species including the Hooded Plover, a shore bird that nests on the beach and whose survival is under pressure from predators and human (and pet animal) activity. There is a local Shore Bird Recovery group active in the area.

Interpretation

The Indigenous, Historic and Natural heritage of the campus and the research undertaken on the site over several decades create a unique resource for ongoing research programs that can draw on data collected over an extended period of time.

The heritage and biodiversity characteristics of the site have a value to researchers running research programs or field training courses and, as a consequence, interpretive walks have been developed as part of these programs but not documented.

There is a collection of artefacts associated with the history of the site but only a limited number are on display. The current storage conditions in the Barn are inadequate and create a risk to the Kioloa artefact collection.

Opportunities and Constraints

Enhanced awareness and protection of threatened species through controlled access, interpretive signage, conservation and outreach.

Adaptive reuse of the original settlement buildings to support their ongoing retention, protection and maintenance whilst making them suitable for contemporary expectations of comfort in accommodation.

Active ongoing use of the campus as an important element in the delivery of the core ANU teaching and research objectives to sustain its retention in its current form as a singular and unique site. This would provide a reservoir of biodiversity and ongoing protection, investigation and curation of its heritage assets.

An interpretative centre, located in the campus entry area near the reception and events facilities, could provide the campus visitors access to a display illustrating the heritage of the campus. It would raise awareness of its landscape and environment as well as ongoing research, academic and conservation activities being undertaken by the University.

Inclusion of heritage elements in interpretative walks established as part of the recreational, educational and cultural resources of the campus. Refer Section 10 Living Campus.

Any proposed development will need to be assessed for heritage impacts under the EPBC Act.

In SCC LEP 2014 under Part 4.3 Height of buildings there are the following requirements for heritage features

“(c) to ensure that the height of buildings on or in the vicinity of a heritage item or within a heritage conservation area respect heritage significance.”

Values to 2030

The campus is esteemed for its sensitive approach to combining contemporary needs with the biodiversity and heritage values of the site.

Conservation and protection of heritage assets and biodiversity is integral to the planning of development and operation of the campus.

The stories embedded in the landscape based on previous Indigenous, Historic farming and academic uses provide complex layers of interpretation and understanding of the campus landscape.

Planning Objectives

Development of the campus improves the recognition and conservation of the Indigenous, European and natural heritage assets and values of the site.

The social and cultural value of the site’s heritage is enhanced through interpretive presentation of heritage assets and research and activities incorporating engagement with heritage features.
Planning Principles

Development decisions and actions that may impact the campus heritage places, landscapes and values are assessed in accordance with the EPBC Act.

Adaptive reuse of buildings assessed to be of heritage significance is pursued to ensure their ongoing conservation as part of an actively used and evolving campus.

The location, scale and character of any new development maintains the legibility of the original sawmill settlement layout and the visual prominence of the London Homestead in the Avenue vista.

The Coastal Forest is actively managed as a conservation zone in collaboration with the local community and Council to protect endangered ecological communities and the Indigenous heritage sites located there.

An interpretive centre open to campus visitors displays and stores Kioloa artefacts securely and presents historical and current research information about the site’s history and environment.

Figure 17 The Kioloa Homestead and garden
THEME 6 LANDSCAPE AND LAND MANAGEMENT

2016 Condition

Located in KCC is a rich mosaic of diverse ecological communities that have developed in response to the habitats created by the topography, geology, prevailing weather conditions and human activity.

The Forests and Grasslands

The forests on campus extend to the beach from the western boundary and are largely located on the upper slopes of the property and the coastal dunes. They form a legible edge for the Paddocks and a setting for the campus core.

The forests and grasslands comprise a mix of ecological communities that occupy the range of habitats created by the topography and geology of the site as shown on Figure 18. 2016 ANU KCC Landscape. This map combines information from two OEH mapping datasets: OEH 2013 Biometric Vegetation Types and Endangered Ecological Communities and 2002 Rare and Vulnerable Extant Ecosystems Mapping with information provided in Caton (2007) and requires further field verification to create a basis for ongoing land management and conservation activity.

Endangered ecological communities include the Bangalay Sand Forest and possibly three other vegetation types. Other vegetation types such as the rainforests and open grassland with mound springs may be of special value because of their relatively undisturbed ecosystems.

The tall forests of the more inaccessible slopes and gullies (identified by Caton as South East Dry Sclerophyll Forest, Southern Lowland Wet Sclerophyll Forest and Southern Warm Temperate Rainforest):

- occupy approximately half of the site
- contain a diverse understorey with species composition varying depending on topography and aspect, and
- are potentially more robust because of relatively large areas, difficult access and capacity to manage access.

This area is steeper and heavily vegetated with tall straight trunked trees and a diverse understorey interspersed with a variety of rock formations.

Lookout-type views across the campus and ocean are available from an escarpment along the western edge. The cleared woodland with grassy understorey on the lower and more accessible slopes has been previously logged and grazed but still contains a diverse understorey below a more open tree canopy. Limited development has occurred in the form of a small dam for fire tanker recharge and a pit where clay has been extracted for maintaining roads and fire trails. Walkers Lookout, with views across the campus to the Pacific Ocean, is located on the edge of the woodland and easily accessed on foot or by 4WD.

The Coastal Forest zone includes a diverse range of vegetation types in a small area. The vegetation communities in this zone:

- are under significant pressure from adjacent land uses including farming, recreation and tourism, and
- require extra focus on conservation because of relatively small areas, EEC status, accessibility and management of public access is challenging.

The lagoon at the southern end of the beach extends north and is fed by both Butlers and Prossers Creeks.

The Paddocks

The Paddocks is the open area west of Murramarang Road which has been cleared for pasture and contains various exotic grasses. It has a kangaroo proof fence around the perimeter and is effectively subdivided by the Campus Core. The Paddocks currently are designated as a Strategic Fire Advantage Zone.

To the north of the Campus Core is an open pasture area around Prossers Creek, a Category 3 watercourse. Two large water storage dams are located in the Prossers Creek catchment at the forest edge. On the lower section of pasture a community garden has been created west of the effluent absorption trenching.

A large area of flat land between Prossers Creek and a minor drainage line north of the home paddock is boggy in wet weather. This extends into the Campus Core in lower areas.

To the south is an open pasture area flanking Butlers Creek, a Category 2 watercourse. Adjacent to a
Figure 18 2016 ANU KCC Landscape
kangaroo fence on the forest edge is a fenced area nominally designated for use for primitive camping by school groups.

By 2016 an increase in the kangaroo population had led to the removal of stock from The Paddocks due to the shortage of suitable pasture and an increase in tussock grass. The latter was identified as a potential fire hazard by the site manager. The kangaroo population has been reduced and will be excluded from the Paddocks.

**The Campus Core**

Located around the original houses, a fenced “home paddock” defines the development area as proposed in the 2012 Master Plan and is the location for most of the buildings on the campus. Combined with the Homestead and its grounds, this area forms the existing Campus Core.

The landscape of this area is open in character with closely mown grass, scattered mature trees and a series of curved, grassed terraces retained with large rounded rocks providing flat outdoor spaces near individual buildings. Generally, infrastructure elements are in full view with minimal landscape screening.

There are two fire pits, one of which is sheltered from the wind by planting, but otherwise the campus lacks attractive sheltered outdoor gathering spaces for small groups.

The campus is subject to hot and cold prevailing winds from South-east and North-east respectively and the open landscape provides little opportunity for shelter.

The Avenue is a mostly gravel road heading straight up the hill and flanked on both sides with banksias. The banksias were planted with the intention of enhancing the avenue effect but are performing poorly. At the top end of the avenue, the area around the Kioloa Homestead has been developed into an attractive garden with grassed terraces, curved planting beds and a pergola covered path.

Further landscape works have been designed for the surrounds of the London Shed but are not yet constructed.

**Opportunities and Constraints**

The KCC location adjacent to Murramarang National Park and its own vegetation and topography make protection of lives and assets during bushfire a key driver in landscape design and land management. The need to manage bushfire fuel levels needs to be considered in developing management strategies for maintaining biodiversity in the forest areas.

Cool mosaic burning techniques have been used successfully in native forests around Eden in recent years to reduce bushfire hazard by reducing combustible fuel loads in the understorey while enhancing biodiversity. The experience there is that the resources required to do the burns have lessened significantly with each successive burn.

KCC offers opportunity to establish a research program tied to the land management of the campus that creates a demonstration site for an evidence-based cooperative approach to innovation in coastal land management. This needs both curation of historic data and ongoing data creation. KCC would be a model site due to both its preservation and the history of data collection. This program could include understanding and implementing traditional Indigenous approaches to land management.

Limitations on water supply and the need to minimise water usage require water efficient landscape design.

The need to protect the riparian systems needs to be considered in development of land management strategies. Development within 50m of the top bank of the watercourses requires assessment for impacts on water quality, water course stability and related ecology and habitats.

**Values to 2030**

The landscape setting, traversing a series of forest communities from steep hills through to the beach, acts as a drawcard and inspiration for visitors and contrasts with the urban setting of the Acton campus.

The site contains and protects a diverse range of ecological communities.

The site is recognised as demonstrating excellence in coastal land management, conservation and protection of endangered ecological communities.

A holistic program of land management achieves bushfire protection of the campus and its facilities whilst protecting the biodiversity of the landscape.

**Planning Objectives**

Research programs are established within the University and partner institutions to support the development, implementation and monitoring of the land management program for the campus.

The diverse landscape character, mosaic of forests and biodiversity of the campus are retained, protected and enhanced.

The extent and status of the endangered ecological communities and threatened species habitat are established through on-site field work and
strategies for their protection embedded in the land management program.

The Campus Core provides a relaxed and comfortable outdoor environment that celebrates the uniqueness of the local landscape.

**Planning Principles**

Refer to Figure 20 2030 ANU KCC Campus Core Landscape Structure and Figure 3 2030 ANU KCC Master Plan.

The campus provides opportunities for visitors to experience the natural qualities of the place – the flora, the fauna, the landform, waterways and geology.

The campus land is managed to keep ecological communities healthy and to protect and enhance biodiversity.

Classified waterways are protected, managed and conserved to maintain water quality and enable stable, diverse self-sustaining riparian ecosystems to establish and continue.

Casual and recreational uses are managed to mitigate their impacts on KCC use for field research, conservation of heritage or threatened species, Indigenous cultural activities or sites and maintenance of reservoirs of ecological diversity.

The Campus Core landscape is designed to moderate the extremes of the local microclimate to enable comfortable year round use.

The Campus Core landscape is designed to provide a variety of outdoor spaces that encourage social and academic interaction including an outdoor laboratory.

Bushfire and weed management are undertaken as part of a research-based land management program that can be sustained and is sustainable.

The areas cleared for historic use as pasture are utilised to provide ecological services to the campus including sewer waste treatment.

Endemic plant materials, or exotic plants that pose no risk to biodiversity, are used in the Campus Core and the landscape designed to reduce or eliminate the need for irrigation and introduction of weeds.

Land management methods protect the soil structure and integrity particularly in boggy areas vulnerable to damage and development disturbing acid sulphate soils is avoided.

Land management is based on an understanding of the campus as cultural landscape with its layers of use, history and natural features.
Figure 20 2030 ANU KCC Campus Core Landscape Structure
THEME 7 TRANSPORT AND MOVEMENT

2016 Condition

Vehicular Access

Murramarang Road is a public road running west of the dune system along Shell, Avenue and Kioloa Beaches as shown on Figure 21 2030 ANU KCC Access and Movement Paths. This road runs between Bawley Point and Kioloa townships with a speed limit of 80 kph. The main entry to the built area of the campus is off Murramarang Road at The Avenue.

After a short section of bitumen, The Avenue becomes an unsealed gravel road. This was washed out in 2016 by heavy rains and requires ongoing maintenance.

Moores Road, an unsealed gravel road suitable for 4WD provides access to the site from the Murramarang National Park. In addition there is access from the park on a 4WD track to the west. These access points are secured with locked gates. 4WD drivers and trail bike riders frequently attempt unauthorised entry and have damaged the gates and removed signs while attempting to get into the campus.

Moores Road, and by implication The Avenue, is identified on the Bushfire Management Plan (BMP) as providing a through link to the Murramarang National Fire Trail, requiring maintenance for that purpose.

A narrow, all-weather gravel road has been constructed to the community gardens by the community gardens group.

Pedestrian Access

Pedestrian access into the developed area of the site is compromised by the conditions on Murramarang Road which has a narrow unformed shoulder in most areas, no footpath and poor sight lines for crossing in several places including at the entry to The Avenue.

A boardwalk from the bottom of the development area near the London Shed directs pedestrians to a designated crossing to the Coastal Forest that has reasonable lines of sight along Murramarang Road.

Curved concrete paths connect some buildings in the Campus Core to each other and to the gravel carparks. In other areas, pedestrian circulation is across the grass. Some grassed areas are extremely soft and boggy in wet weather.

During the peak season for tourists in the area, the fenced walkways created through the dunes and the beach are actively used. People do however walk and cycle on the road or road verge, putting themselves at risk of injury. There is also a defined pedestrian access track from the public carpark to the beach.

Bicycles

The campus has 10 mountain bikes available for use by visitors on site. In addition the Land’s Edge group which brings school groups to the site regularly have bikes stored in a container on site.

People with Disabilities

Access suitable for people with disabilities is provided to a limited number of cottages and the London Shed, Joy London fire pit and adjacent Amenities and Dining Hall. The Packard Bunkhouse provides accessible accommodation and ablutions facilities, as does Barwicks Cottage. The level of compliance with current codes was not assessed as part of this study.

The Community Garden has also been laid out to allow for people with disabilities to move freely between the garden plots. The toilet facility would not be compliant with accessibility standards.

Opportunities and Constraints

Sealing The Avenue and adjoining car parks would create all weather access and minimise dust in summer and ongoing erosion in periods of high rainfall. Other options should also be considered that mitigate creation of large areas of impervious surfaces.

Extending the existing pathways within the campus centre would provide all weather access between campus venues and enhance access for people with disabilities.

Improved road crossing and signage for pedestrians crossing Murramarang Road in the area and liaison with SCC to extend a cycle / footpath link to Bawley Point and Kioloa would increase pedestrian and cyclist safety. KCC has helped to raise funds for the Community Connect Pathway to connect the two villages and, when possible, contributes to their construction.
Road speed is set at 80 km and there is limited visibility for pedestrians crossing the road so access to and from the beach to the campus centre is constrained to the current crossing point.

**Values to 2030**

Public access to the campus is managed to protect biodiversity and assets and visitor safety and to maintain the focus of the campus as a place of academic collaboration, research and education.

Pedestrians have priority and the visitor experience is one of moving on foot through the landscape environment of the campus.

All weather vehicular access is provided to the Campus Core.

**Planning Objectives**

All weather vehicular access is provided to the Campus Core with an access and service spine structure based on The Avenue.

An all-weather path system creates a pedestrian focussed environment in the Campus Core linking to clearly formed walking trails providing access to other areas of the campus.

Vehicular access beyond The Avenue and the visitor carparks is limited to operational / service access and access required to support visitor activities, land management and bushfire control.

Access for fire fighting vehicles to the forest area is provided and maintained in accordance with a Bushfire Management Plan prepared in consultation with NSW RFS.

**Planning Principles**

Murrarang Road remains the public road providing access to the campus and linking it to the adjoining communities and facilities at Bawley Point and Kioloa.

The interface with Murrarang Road is managed to create a clear address frontage to the Campus Core and improve crossing safety for campus visitors.

The Avenue is the primary all weather access road onto the campus and the organising spine for vehicular access to visitor areas within the site.

Moores Road is maintained as the key access route to the forest areas for researchers, visitors, land management and bushfire fighting requirements.

A formalised pedestrian access spine, separated from vehicle access, forms part of the landscape structure of the Campus Core, and provides all weather access to facilities in the zone.

Pedestrian infrastructure enables buggy based service access and people movement separated from general vehicle access.

A footpath network links The Avenue and the adjoining visitor carparks with facilities on the campus and the facilities to the beach and interpretive walking trails on the campus, and pedestrian routes to adjoining towns.

Working with the limitations of the terrain, access for people with disabilities is provided to enable them to participate in activities on the site.

Bicycle facilities are provided for recreational cycling.

Unescorted public access to the site is contained to the Coastal Forest perimeter and the public event area located on Murrarang Road.
Figure 21 2030 ANU KCC Access and Movement Paths
THEME 8 INFRASTRUCTURE

2016 Condition
At the time of writing, comprehensive information on the condition, spare capacity or potential for expansion of existing on-site service infrastructure was not available. A site survey undertaken during the study provided limited additional information on location of services. The information below was provided by the site manager.

Water Supply
There is no mains based water supply to the campus. The campus is required to be self-sufficient through water harvesting and re-use.

Water collection and storage is provided on site as follows:
- Rain water storage tanks adjacent to individual buildings with a collective capacity of approximately 400,000 litres.
- Two earthen wall dams within the catchment of Prossers Creek. Spring Dam has a storage capacity of 3,000,000 litres. Wallensky Dam has a storage capacity of 10,000,000 litres. Its catchment has an annual capacity of 20,000,000 litres with a collective storage capacity of 13,000,000 litres.
- Header and storage tanks with a capacity of 30,000 litres.

Both the dam and rain water are filtered and a dual pipe system is provided to most buildings as part of water quality assurance program monitored by the SCC which requires regular testing of water and ongoing improvement of the system. The exceptions are the Schoolhouse, Peters Cottage and Groper Cottage which use dam water throughout.

Rain Water Supply
The rain water collection tanks supply a gravity-based down feed main to an 80,000 litre storage tank below the London Shed. From here the water is pumped via a rising main to an 85,000 litre header tank next to the Machinery Shed providing a gravity feed system to the buildings reticulated through the rising main which has back flow controls. The rising main is a 50mm rural poly pipe.

Figure 22 Wallensky Dam in the Prosser Creek Clearing
**Dam Water Supply**

A 30,000 litre header tank above Kioloa Homestead supplies dam water for toilets and showers for the buildings and water for the building grounds as well as the sinks in Schoolhouse, Peters Cottage and Groper Cottage.

The dam water is primarily used for watering stock, the community garden, the firefighting system and in toilets and showers.

**Bushfire Protection**

A 44,000 litre tank located below the London Shed is reserved for fire protection purposes and supplies an adjacent hydrant, brigade booster valves and auxiliary suction lines. In event of a fire there is a 100mm supplementary gravity fed main from the Wallensky Dam to provide access to water stored there.

The Wallensky Dam has been designed to allow helicopters to refill with water for firefighting purposes.

Currently there is no provision for water for fire protection for the smaller buildings. In the event of bushfire, the only option for ember control is “slip on” vehicle mounted fire fighting units.

Small dams for recharging firefighting tankers are located in the forest area with access from Moores Road.

The vulnerability to damage of critical infrastructure in the event of a fire is not known. However, the infrastructure has been assessed by the RFS and the Red Cross and approved as a Neighbourhood Safer Place and Emergency Centre.

**Sewerage**

Sewerage generated on site is processed through an On Site Waste Management System constructed in 2011. Effluent is gravity fed to a worm farm for treatment and from there to an effluent absorption trench system located immediately to the east of the community garden.

**General and Recycled Waste**

General waste recyclable materials are separated by users into bins located outside individual buildings. Waste is disposed of via the SCC transfer station located off Murrarang Road to the north of the site.

**Power**

An overhead power line crosses the site from north to south. At the intersection of this line and The Avenue there is a pole mounted 100 kVA transformer taking power to the main switchboard which is located on the exterior of a generator shed.

The site diesel generator has a capacity of 100kVA and has enough built in fuel supply to last for 24 hours only. Bulk fuel supplies are generally no longer used on the campus due to the inability to get fuel delivered.

A bulk fuel store was previously held on site but has now been decommissioned. The tank remains on site.

**Communications**

There is no mobile device communication coverage from the main commercial carriers on site.

There is a microwave communication tower on site that provides a direct link to the University network enabling full access for ANU staff and students and limited visitor access. A communications panel providing site wide Wi-Fi services is located in the Packard Bunkhouse.

There have been problems accessing data in a number of cottages. The system has also been overloaded causing disruption to users on a number of occasions.

Video conferencing equipment is not reliable and there are regular brown outs and black outs on the video system requiring it to be rebooted.

The existing level of communications and data services is identified as a potential reputational risk for the ANU when offering the venue for high profile events.

**Opportunities and Constraints**

There was at the time of writing commercial interest in provision of improved communication services to the region with a tower located on site. This would have the potential to significantly enhance access to digital communications and resources on the campus. Campus wide mobile data use in the field would significantly enhance research use of the site consistent with leading practise.

Use of on-site renewable energy generation could reduce the environmental impact of the campus through balancing of energy usage with energy generation.

Water supply is limited to water that can be harvested on the site through dams and rainwater collection from roofs.

Fire protection infrastructure could be extended by adding storage capacity above the buildings with the potential for smaller hydrants located near the buildings.
The vulnerability of the site services infrastructure to damage in the event of a bushfire should be reviewed and upgraded if required.

Sewerage treatment capacity is limited to what can be treated on site whilst protecting on-site waterways. The SCC Development Servicing Plan (SCCDSP) was under review at the time of writing however the SCC have indicated that the current service at Lake Tabourie is unlikely to be extended. The capacity to extend the existing on-site sewer treatment if required needs to be confirmed, or alternate technologies identified, to support the expansion of on-site accommodation.

There is potential to process green waste generated on site through the worm farm and material sourced from caterers can be treated this way. However, green waste generated by visitors is not currently adequately separated from recyclable materials and general waste to allow this.

**Values to 2030**

On-site infrastructure is rationalised, fully documented and able to be systematically modified to expand capacity as required for future development in the Campus Core zone.

The infrastructure systems required to operate the campus are designed to minimise the ecological footprint of the campus.

ICT infrastructure enables University and international academics to have reliable access to full digital resources and communications in a remote setting.

**Planning Objectives**

Service infrastructure and facilities are designed to minimise requirements for water and energy supply.

Infrastructure is designed to limit the potential for damage to critical services in the event of a bushfire.

Collection and reticulation of water and collection and treatment of sewer and compostable waste to meet the requirements of the campus at maximum occupancy is managed sustainably on site.

On-site renewable power generation enables the site to balance power generation with power usage whilst maintaining access to the grid.

Communications infrastructure to the site provides a service suitable for running international workshops and teaching programs with full access to University resources.

Communications infrastructure has the capacity and range to accommodate use of emerging technology in field work.

**Planning Principles**

Refer to Figure 23 2030 ANU KCC Infrastructure.

All water is sourced on site and catchments and storage areas are protected to maintain water quality in accordance with legislative requirements.

All potable water is sourced from the roof catchment of the buildings.

Treatment of sewerage and organic waste composting is managed on site.

On-site treatment of effluent and compostable waste streams minimises solid waste removal from the site and protects the waterways from pollution.

Laboratory waste requiring treatment is minimised and treated offsite with secure on-site storage facilities provided.

Waste disposal facilities provide for clear recyclable and general waste stream separation by users to minimise land fill generated from the site.

Solar power generation is incorporated into all new buildings, and existing buildings retrofitted where this is viable, as part of an overall site power provision strategy.

Renewable energy generation infrastructure is managed to limit its visual impact on the environs of the campus.

A service spine is provided for in-ground water and sewer infrastructure that limits the land area assigned to infrastructure and allows for expansion of the accommodation on site to the north and west.

All facilities within the Campus Core are provided with access to digital communications at the capacity to effectively support proposed research and educational use and administrative / operational requirements.
Figure 23 2030 ANU KCC Infrastructure
THEME 9 A LIVING CAMPUS

2016 Condition

The campus in 2016 provides a unique venue for university and external groups undertaking a wide range of training, educational and outreach activities that is highly valued by those familiar with it.

The London Shed, provides a venue able to be configured to suit a range of workshops and outreach activities and has a clearly visible entry point from the public carpark. It is the focus for community participation on the site.

As discussed previously in Section 5 Built Form, the accommodation on site is of variable comfort and amenity due to the age and condition of the buildings and the services provided to them.

Twin share accommodation makes up the majority of rooms and the Nix and Barwick cottages are seen as a suitable model for future accommodation.

The existing bunkhouses are also valued as a way of providing cost effective accommodation for undergraduate students and school students and creating a communal environment which encourages social involvement. However, the Kumasi Bunkhouse rooms are overcrowded when fully occupied and the quality of accommodation provided does not lend itself to flexibility in use.

The on-site accommodation in 2016 has an upper limit of 90 beds which is supplemented by using off-site commercial accommodation in the nearby townships for guest lecturers, workshop leaders and overflow capacity when required.

Most cottages have either a small kitchen or kitchenette where individuals or small groups can self-cater to varying degrees. For researchers undertaking longer term site visits this resource is important.

The limited level of development of the campus is seen as a positive attribute. Any growth in accommodation numbers needs to be balanced with environmental impacts and a reduction in the intimacy of the on-site community that leads to serendipitous interactions with people from other disciplines.

The communal dining / meeting facilities described in Section 4 Functional Elements are the core social hubs on the campus and venues for much of the informal group and collegiate interaction on campus.

The campus has been designated a Neighbourhood Safer Place, a refuge in times of fire events by the Rural Fire Service (RFS) and may be used by the community as a refuge of last resort.

Wayfinding signage on the site is very limited.

Opportunities and Constraints

The accommodation needs to be brought to a consistent basic standard of comfort to enable all year use whilst providing a range of price points and room types to suite various user profiles.

New accommodation could incorporate a proportion of cottages similar in character to the existing Nix Cottage but incorporating bunks and slightly larger sitting areas and decks to accommodate 6 or 12 people to replace the Kumasi bunkhouse.

The landscape in which KCC is located provides a diverse range of recreational opportunities to visitors which could be enhanced by increased access to equipment such as mountain bikes and sea kayaks, and the creation of interpretative walking trails to enhance access to forest and cleared areas of the campus as shown on Figure 3.

Ongoing support for the community gardens which is a community outreach project that connects the campus and its community to broader environmental protection and social programs through community garden members.

Cold weather in winter compromises the use of the outdoor environment due to a lack of shelter and makes some of the existing cottages uncomfortable to use.

Comprehensive way finding signage on the campus linked with interpretative signage from the arrival point onwards and site maps would improve the visitor experience.

Upgraded facilities and enhanced research usage would support expansion of outreach programs such as academic presentations and workshops. This could be undertaken with other community organisations.

Values to 2030

KCC, the University campus in the forest by the beach, with its unique fauna and flora, is an integral part of the University’s reputation for providing a distinctive educational experience.
KCC is a place where intense intellectual activity is balanced by reflection, relaxation and recreation in a rural, cultural landscape setting.

The limited number of on-site visitors enables them to meet people from their own and other disciplines in an intimate social and collegiate environment.

KCC is a place connected to the local, regional, national and international communities of which the University is a part.

KCC offers a unique venue to host Indigenous student recruitment and student development activities consistent with the key initiatives under the ANU Strategic Plan.

Planning Objective

The campus provides a range of meeting spaces to enable concurrent activities by groups of varying character and size.

The campus and its setting provide a convivial and comfortable environment that supports a high level of social interaction and research collaboration and a diversity of recreational opportunities.

The campus provides a venue for a variety of University public outreach programs.

Visitors to the site feel welcome, safe and able to move around freely.

A campus which provides an informed reading of the landscape and the history of human engagement with it.

Planning Principles

The reception in the campus entry area is the venue for welcoming and site induction of visitors, and initial emergency response coordination.

A range of accommodation and catering facilities is maintained to ensure the viability of the campus as a venue for students at the University to participate in field work courses, workshops, retreats and research as part of their undergraduate and postgraduate education.

The heritage residences used for accommodation are retained in house format to allow smaller groups or individuals to have self-catered accommodation on site for lower cost or longer term use.

The communal facilities are designed to suit catering, social gatherings and use for presentations and workshops.

The communal facilities, dispersed informal gathering spaces established in the grounds and accommodation buildings and in locations such as Walkers Lookout provide a variety of settings for groups of varying sizes to gather and interact.

Facilities are modest but of a quality and amenity to attract international researchers and collaborators to the campus.

Public events and outreach programs are focussed on the London Shed as a venue or orientation point for field visits.

Well defined walking trails provide a key recreational resource enabling visitors to explore the campus and using interpretive signage foster and understanding of the landscape, environment and heritage of the campus and convey stories of the place. Where these traverse sensitive areas of the forests boardwalks are provided to protect the environment from the impact of increased usage.

Way finding signage directs on-site visitors and the public to the arrival / orientation point and throughout the site to facilities clearly identifying areas where access is restricted.

Signage on Murramarang Road at the campus boundaries is prominent and highlights the presence of the University on the site.

Interpretative signage and displays are used at the active public interfaces of the campus on the Coastal Forest zone perimeter to raise increase public understanding of their role in protection of areas requiring ongoing conservation.

The campus contributes to the local economy by building partnerships with businesses providing on-site services for visitors and supplementary off-site accommodation to extend the capacity of the campus.

The campus is a Neighbourhood Safer Place providing a refuge of last resort in bushfire emergencies.

The Community Garden outreach initiative is managed consistent with University access and campus usage policies and the campus land management program.
CREATING THE FOUNDATIONS FOR DISTINCTIVE PLACES

KIOLOA COASTAL CAMPUS MASTER PLAN
Charter of the ANU Council

As adopted by the Council on XXX
Contents

Context for the University ................................................................................................................ 1
Purpose .......................................................................................................................................... 1
Authority and scope ........................................................................................................................ 1
Role of the Council .......................................................................................................................... 1
Committees ..................................................................................................................................... 2
Functions and reserved powers ...................................................................................................... 2
  Functions ..................................................................................................................................... 2
  Reserved powers ......................................................................................................................... 3
Strategy and corporate plans ....................................................................................................... 4
  Vice-Chancellor and Senior Management ................................................................................. 4
  Secretary to the Council .............................................................................................................. 4
Governance and compliance ....................................................................................................... 4
  Finance and risk management .................................................................................................... 5
Role of the Chancellor .................................................................................................................... 5
Role of the Pro-Chancellor .............................................................................................................. 6
Role of the Secretary to the Council ............................................................................................. 6
Responsibilities of Management ................................................................................................ 7
  Expectations for leadership, decision-making and culture ............................................................ 7
Meetings ......................................................................................................................................... 8
  Standing orders .......................................................................................................................... 8
  Agenda planning ......................................................................................................................... 8
  Meeting arrangements and support ............................................................................................ 8
  Attendees and observers ............................................................................................................ 9
  Resolution without a meeting ..................................................................................................... 9
Declaration of interests .................................................................................................................. 10
Confidentiality ............................................................................................................................... 10
Communication ............................................................................................................................. 10
Access to management .................................................................................................................. 11
Access to information .................................................................................................................... 11
Access to independent professional advice .................................................................................... 11
Insurance and indemnity ............................................................................................................... 11
Remuneration and expenses ......................................................................................................... 12
Induction and professional development ....................................................................................... 12
Review of Council performance and charter ............................................................................... 12
Context for the University

The University is an independent, self-governing institution of higher learning established by the Australian National University Act 1991 (the ‘ANU Act’). The Council, as the governing authority, is established by the ANU Act. The governance of the University, as a corporate Commonwealth entity, is further regulated by the Public Governance, Performance & Accountability Act 2013 (the ‘PGPA Act’).

Purpose

This Charter sets out the authority, responsibilities and operation of the Council of the Australian National University, based on principles of good corporate governance for the University and its controlled entities.

Authority and scope

This Charter is established by the Council under the ANU Act, which vests in it the ‘entire control and management of the University’. Subject to the ANU Act, the PGPA Act and any other applicable legislation, all Council members and officers of the University are bound by the terms of this Charter. The Charter should also be read in the context of the Voluntary Code of Best Practice for the Governance of Australian Universities, which the Council has adopted as its principle benchmark for good corporate governance.

Role of the Council

The Council is the governing authority of the University pursuant to the PGPA Act. It has oversight of the University and is responsible for its mission and strategic direction, ensuring effective overall governance and management, and responsible finance and risk management.

The Council acts in accordance with the following duties:

- Duty to govern the University
- Duty to establish and maintain systems relating to risk and control
- Duty to encourage cooperation with others
- Duty in relation to requirements imposed on others
- Duty to keep responsible Minister and Finance Minister informed

In respect of the duty to keep the responsible Minister and Finance Minister informed, the ANU Act (section 4A) provides that members of the Council are not required to do anything concerning this duty that will, or might, affect the academic independence or integrity of the University. The Council delegates to the Vice-Chancellor day-to-day responsibility for notification of significant decisions and issues, in accordance with this duty (noting that Council retains ultimate accountability); and requires that a report be provided, at the next practicable meeting, after any notification has occurred.
Committees

From time to time, the Council establishes Committees to assist it with acquittal of specific responsibilities, reporting to the Council and making any necessary recommendations.

There are seven standing committees and sub-committees:

- Audit and Risk Management Committee
- Campus Planning Committee
- Finance Committee
- Honorary Degrees Committee
- Nominations Committee
- Remuneration Committee
- Major Projects joint Sub-Committee, as a sub-committee of the Finance and Campus Planning Committees, which meets as and when required.

Each formally constituted Committee has a Charter, approved by the Council, and reviewed at least every two years.

Functions and reserved powers

Functions

As the governing authority, the primary functions of the Council are:

a) strategic oversight of the University, including:
   - setting the mission, values and strategic direction of the University; and
   - periodic review of the success of those strategies.

b) ensuring effective overall governance and management of the University, including:
   - appointing the Chancellor and Pro-Chancellor;
   - appointing the Vice-Chancellor as principal academic and chief executive officer of the University, and monitoring his or her performance;
   - overseeing and reviewing the management of the University and its performance;
   - ensuring that the strategic goals set by the Council are delivered by effective management systems;
   - overseeing and monitoring the academic activities of the University;
   - establishing policy and procedural principles, consistent with legal requirements and community expectations.

c) ensuring responsible financial and risk management of the University, including:
   - approving the annual budget, business plan and annual report;
   - overseeing and monitoring the assessment and management of risk across the University, including in its commercial undertakings;
   - approving and monitoring systems of control and accountability for the University and any entities controlled by the University (within the meaning of section 50AA of the Corporations Act 2001);
• approving significant commercial activities of the University.

The Council may undertake any other function conferred on it by the ANU Act or any other law of the Commonwealth.

The Council acts in all matters concerning the University in the way it thinks will best promote the interests of the University.

Reserved powers

The following powers are reserved for decision-making only by the Council:

Strategic oversight of the University

a) Setting the mission, values and strategic direction of the University.
b) Approval of the Vision Statement and Strategic Plan, including any variations.

Ensuring effective overall governance and management of the University

c) Appointment of the Chancellor, Pro-Chancellor and Vice Chancellor.
d) Approval of establishments, disestablishments or variations in the academic organisational structure of the University at Level 1 (ie College) and Level 2 (ie Research School), including any variations to naming.
e) Approval of master plans and precinct codes for all campuses of the University, including any material variations.
f) Approval of the Enterprise Agreement, unless otherwise delegated to the Vice-Chancellor (not including the enterprise agreements of any controlled entity).
g) Approval of the acquisition or disposal of land and buildings on or adjoining the Acton campus, and all land and buildings of significance on other campuses.
h) Naming, re-naming or de-naming of buildings or significant University infrastructure.
i) Approval for the conferral of honorary degrees.
j) Approval of statutes under the ANU Act.
k) Determining arrangements and processes concerning the conduct of the affairs of the Council and its Committees, including appointments to Council Committees.

Ensuring responsible financial and risk management of the University

l) Approval of annual budget and business plan, including any variations.
m) Approval of recurrent or capital expenditure, not including investment portfolio transactions, which exceeds $10 million (on a single transaction or related series of transactions), subject to conditions and exceptions as approved by Council.
n) Approval of capital management plans and initiatives, including debt restructuring and strategic investment decisions (as they related to the Socially Responsible Investment Policy), including any material variations.
o) Approval of the annual report, including the annual financial statements and annual performance statements.
p) Ensuring the overall effective governance and management of the University, particularly its responsible financial and risk management.
q) Approval of systems of control and accountability for the University and any entities controlled by the University.

r) Approval of the establishment of controlled entities of the University.

s) Approval of significant commercial activities of the University.

The Council will also consider any other matters which the Vice-Chancellor considers ought to be approved by the Council or which the Council asks to be brought to it for approval.

Strategy and corporate plans

Approval of the Vision Statement and Strategic Plan (which the latter is the corporate plan for the purposes of the PGPA Act) is reserved for decision by Council. The Council and the Vice-Chancellor are responsible for the development of the Vision Statement and Strategic Plan for the University, through a process determined by the Council. The Council monitors the Vice-Chancellor’s implementation of the Vision and Strategic Plan and performance against it.

Vice-Chancellor and Senior Management

Appointing and, should it be necessary, terminating the employment of the Vice-Chancellor is a decision reserved for Council. The Remuneration Committee may determine, and report to Council on, the remuneration, conditions of employment and annual performance of the Vice-Chancellor.

In the event the Vice-Chancellor is absent from Canberra or on leave, the Chancellor, acting with the advice of the Vice-Chancellor, may appoint an Acting Vice-Chancellor, according to the following order of precedence:

1. a Deputy Vice-Chancellor
2. a Pro Vice-Chancellor

Matters concerning the employment, performance and remuneration of the other executive management of the University is the responsibility of the Vice-Chancellor, under the oversight of the Council. On behalf of Council, and in accordance with its Charter, the Remuneration Committee monitors, reviews and, where appropriate, makes recommendations to the Vice-Chancellor (or if necessary, the Council) on these matters.

Secretary to the Council

The Director, Corporate Governance and Risk Office, is the Secretary to the Council. Approving the appointment, remuneration and, should it be necessary, the termination of the employment of the Director, Corporate Governance and Risk Office, is a decision reserved for the Chancellor and the Vice-Chancellor, acting in accordance with University policy.

Governance and compliance

The Council and its Committees, as set out in their respective Charters, are responsible for:

a) Establishing, approving and monitoring the governance arrangements and processes of the University, and ensuring their compliance with the:

- *Australian National University Act 1991*
•  *Public Governance, Performance and Accountability Act 2013*
•  *Public Governance, Performance and Accountability Rule 2014*
•  *Higher Education Standards Framework (Threshold Standards) 2015*
•  *Voluntary Code of Best Practice for the Governance of Australian Universities*
  
b) Monitoring and influencing the University’s culture, reputation, ethical standards and legal compliance; and overseeing the University’s corporate governance framework and the key supporting policies and processes governing the operations of the University’s (including the University’s Code of Conduct).
  
c) Approving the University’s Annual Report, including a corporate governance statement.
  
d) Overseeing, and monitoring the effectiveness of the University’s investment-related policies, including the extent to which they optimise the best outcomes for the University and meet the expectations of its major stakeholders.
  
e) Overseeing the Vice-Chancellor’s delegation of authority to management.
  
f) Monitoring the University’s health, safety and environmental performance.
  
g) Overseeing reporting and communications to major stakeholders.
  
h) Monitoring significant litigation in which the University is involved.

**Finance and risk management**

The Council and its Committees (as set out in their respective Committee Charters), are responsible for:

  a) Overseeing the University’s financial position, including the quantum, nature and term of its debt facilities and its ability to meet its debts as and when they fall due.
  
  b) Approving the annual financial statements and other significant related disclosures or reporting.
  
  c) Approving decisions relating to capital management, such as debt restructuring and major investment decisions.
  
  d) Overseeing the University’s external audit activities and monitoring the University’s internal audit activities and internal control and reporting systems.
  
  e) Approving and overseeing the University’s enterprise risk management framework, strategic risks and risk appetite, and risk management and fraud control policies and related processes.
  
  f) Reviewing the University’s actual and emerging material business risks and monitoring University management’s performance in implementing risk management interventions in respect of material business risks.

**Role of the Chancellor**

The Chancellor is appointed by the Council and is not to be a staff member or student of the University.

The Chancellor’s principal responsibilities are to provide appropriate leadership to the Council and to ensure the Council fulfils its obligations under this Charter.
The Chancellor also has specific responsibilities to:

a) Chair Council meetings, and other governance-level meetings; and to facilitate discussion within each meeting.
b) Represent the views of the Council to the University community, government, business, civil society and the public.
c) Maintain a regular dialogue with the Vice-Chancellor and executive management, serving as a primary link between the Council and management and providing continuity between Council meetings.
d) Work with the Vice-Chancellor in relation to the Council’s requirements for information to contribute effectively to the Council decision-making process and to monitor the effective implementation of Council decisions.
e) Preside on ceremonial occasions of the University, including the Conferring of Awards ceremonies.

The Chancellorship is subject to the Chancellorship Statute 2012.

Role of the Pro-Chancellor

The Pro-Chancellor is appointed by the Council and is not a staff member or student of the University.

The Pro-Chancellor’s principal responsibilities are to assist the Chancellor in providing appropriate leadership to the Council and ensuring the Council fulfils its obligations under this Charter.

The Pro-Chancellor also has specific responsibilities to:

a) Chair Council meetings, in the absence of the Chancellor.
b) Assist the Chancellor with his or her other specific responsibilities as listed above.
c) Lead the Council in its deliberations on the appointment or re-appointment of a Chancellor.

The Pro-Chancellorship is subject to the Pro-Chancellorship Statute 2014.

Role of the Secretary to the Council

In the exercise of corporate governance responsibilities as the Secretary to the Council, the Director, Corporate Governance and Risk Office reports directly to the Council through the Chancellor on matters relating to the proper functioning of the Council. All Council members have access to the Director.

The Director’s role includes:

a) Advising the Council and its Committees on governance matters.
b) Monitoring compliance with Council and Committee Charters, policies and procedures.
c) Coordinating all Council business including meetings, agendas, Council and Committee papers and minutes; and monitoring the completion of actions arising from Council meetings.
d) Providing a point of reference for dealings between the Council and management.
e) Retaining independent professional advisers at the request of the Council, Council Committee, or as permitted under this Charter.

f) Organising and facilitating the induction and professional development of Council and Council Committee members.

Day-to-day employment matters (eg. leave) and line reporting is through the Vice-Chancellor.

Responsibilities of Management

The academic standards, management and administration of the University are the responsibility of the Vice-Chancellor, in accordance with the *Vice-Chancellorship Statute 2013* and subject to any resolution of the Council.

The Vice-Chancellor is accountable to the Council for the discharge of his or her responsibilities. The Vice-Chancellor reports to the Council through the provision of reports, briefings and presentations to the Council, covering the performance of the University and key issues affecting it, throughout the year, including a formal written ‘Vice-Chancellor’s Report’ to every ordinary meeting of the Council.

The delegation of authority below (or subordinate to) the Vice-Chancellor, throughout the University, is done in accordance with the University’s Delegations Framework. The Vice-Chancellor may approve the Delegations Framework, and amendments to it from time to time.

The Vice-Chancellor has authority to determine policies of the University, subject to this Charter, the Policy Governance Framework, and any other specific policy matters that Council reserves for its own consideration.

Expectations for leadership, decision-making and culture

In leading and making decisions for the University, and in shaping its culture, it is expected that the Vice-Chancellor exemplify, promote and ensure that:

- Members of the University community (i.e. staff, students and others holding an academic title within the University) conduct themselves in a manner that reflects commonly accepted standards of academic or business practice and ethics, including acting with honesty and integrity, with respect and dignity in relationships amongst those involved in, or affected by, the University’s activities.

- Resource allocation decisions, capital and operating expenditure, or financing decisions, are made with due reference to their impact on the financial condition of the University, and the associated impact on the achievement of the strategic plan.

- Decisions or actions are taken with due reference to their impact on the health, safety and environmental outcomes, and the associated impact on the achievement of the strategic plan.

- Decisions or actions are taken with due reference to their effect on the reputation of the University and the associated impact on the achievement of the strategic plan.

- Risks that are material to the University’s functions are identified and managed within an appropriate system/s of control.
• The senior management of the University is organised with processes for ensuring long
term succession planning, attracting and retaining talent, building a capable and agile
management team and ensuring equal opportunity.

Meetings

Standing orders
The Council has implemented Standing Orders for the conduct of Council meetings and meetings
of Council Committees.

Agenda planning
Under the direction of the Chancellor, the Director, Corporate Governance and Risk Office,
maintains a forward agenda plan for meetings of the Council for at least the coming 12 month
period. The forward agenda plan includes:

• Dates and times of meetings
• Strategic discussion topics
• Key business items
• Standing and cyclical business items
• Business items requiring reporting back or further discussion at a later date
• Site visits

At least annually, the Council considers the forward agenda plan for approval. Under the direction
of the Chancellor, the Director, Corporate Governance and Risk Office, may make adjustments to
the forward agenda plan as necessary.

Meeting arrangements and support
The preparation of all agenda papers and minutes is managed by the Director, Corporate
Governance and Risk Office, under the direction of the Chancellor.

The order of business on the Council agenda paper is structured under the following headings,
unless otherwise varied by the Chancellor:

• Part 1 – Procedural Items
• Part 2 – Key Business Items
• Part 3 – Strategic Issues
• Part 4 – Other Matters for Decision
• Part 5 – Other Matters for Noting
• Part 6 – Other Business

The agenda is informed by the forward agenda plan, and prepared by the Director. The agenda
and meeting papers are reviewed by the Vice-Chancellor and approved by the Chancellor, prior to
release.
The Director determines the agenda item submission deadline for each Council meeting. Agenda items which do not reach the Director by the specified agenda deadline may not be included on the agenda, unless otherwise approved by the Chancellor, on the grounds of urgency or strategic importance.

Ordinarily, the agenda and meeting papers for Council meetings are distributed at least seven days prior to the meeting. All agenda papers and minutes for Council and Council Committees are ordinarily distributed electronically through a secure server, which enables members to access the papers remotely using a desktop or portable device.

All Council and Council Committee members will be offered the use of a tablet with Wi-Fi and 3G capability, however the cost of 3G services for the tablet will be borne by the individual member. The model of tablet, and any upgrade, is determined at the discretion of the Director, Corporate Governance and Risk Office, and within available funds.

Council or Council Committee members are ordinarily expected to attend meetings in person. Where a member cannot participate in a meeting in person, he or she may participate in the meeting using teleconference or videoconference technology, subject to the availability of such technology at the meeting venue.

**Attendees and observers**

It is expected that all members of the University Executive, the Chair of the Academic Board, the Director, Corporate Governance and Risk Office and the Chief Financial Officer will attend meetings of the Council. In addition, the Director, Office of the Vice-Chancellor and staff of the Corporate Governance and Risk Office may attend meetings of the Council. These attendees may participate in the meeting’s discussions when invited to do so by the Chair.

Meetings of the Council are open to staff, students, alumni and members of the media as observers, for non-confidential items. However, because of limitations on space in the R.C. Mills Room, no more than 15 observers may be admitted to any meeting.

Observers are issued with a pass on a first come first served basis. Passes may be booked in advance by contacting the Corporate Governance and Risk Office but those not collected 30 minutes prior to the commencement of the meeting will be available for reallocation. Members of the media may obtain a pass through the Director, Strategic Communications & Public Affairs.

Observers have no speaking rights and may not communicate with Council members during the meeting. The Chair may declare a particular item to be confidential and observers will be asked to leave for confidential items.

There may be occasion where, for security reasons, observers may not be granted admission to Council meetings. This is managed at the discretion of the Chancellor.

**Resolution without a meeting**

The Council may adopt a resolution without a meeting, as provided by the *ANU Act*. 
Declaration of interests

Council and Council Committee members are required to take all reasonable steps to avoid actual, potential or perceived conflicts of interests. Each Council and Council Committee member must comply with the requirements of the *PGPA Act* in respect of disclosure of material personal interests.

Any Council or Council Committee member who has a material personal interest in a matter relating to the affairs of the University must disclose that interest orally, or in writing, at the relevant Council or Council Committee meeting as soon as practicable after becoming aware of the interest. The disclosure must include details of the nature and extent of the interest and how the interest relates to the affairs of the University. If the nature or extent of a material personal interest subsequently changes, this must also be declared if it continues to be of relevance to a matter relating to the affairs of the University. Any such disclosure is recorded in the minutes of the meeting. Unless the Council or Council Committee members determine otherwise, the member must not take part while the matter is being considered at the meeting nor participate in decision-making on the matter.

For the purpose of making a determination whether a material personal interest exists, any member to which the disclosure relates must not take part in making the determination.

The Director, Corporate Governance and Risk Office maintains a register of all material personal interests that are declared by members.

On an annual basis, the Director, Corporate Governance and Risk Office invites members to make a declaration of any further material personal interests or to amend existing declarations. These are recorded in the register.

Confidentiality

Prior to a meeting, a Council member may only discuss with fellow Council members or the Director, Corporate Governance and Risk Office, any Council business marked or declared to be confidential. When appropriate such matters may also be discussed with members of the University Executive, the Chief Financial Officer or other senior officers of the University.

As directed by the Chancellor, some matters remain confidential after a decision has been made by Council. Council and Council Committee members will exercise discretion in the use and communication of Council business and members of Council should refer to the Chancellor, or the Director, Corporate Governance and Risk Office, when in doubt. If a particular member is alleged to have breached confidentiality that person may be the subject of action by the Council, for breach of one or more of their duties under section 25 – 29 of the *PGPA Act*.

Communication

A brief report is published after every Council meeting, reporting in summary terms to the University community the key non-confidential matters that the Council has considered. The report is approved by the Chancellor, in consultation with Council members as necessary.
The University maintains a comprehensive ‘governance’ section on its website, outlining key personnel, structures, meeting dates and practices in respect of the Council and Council Committees.

**Access to management**

Council and Council Committee members have access to the University's senior management through the Chancellor, the Vice-Chancellor or the Director, Corporate Governance and Risk Office. In addition to regular presentations by senior management to Council and Council Committee meetings, members may seek briefings from senior management on specific matters.

**Access to information**

Within the scope of their role and responsibilities, Council and Council Committee members may obtain any information they need from any employee of the University and/or external party associated with the University, subject to legal protections and obligations with respect to information. Requests for information should, in the first instance, be made through the Chancellor, the Vice-Chancellor or the Director, Corporate Governance and Risk Office.

**Access to independent professional advice**

The Council has the authority to conduct or direct any investigation required to fulfil its responsibilities and has the ability to retain, at the University’s expense, such legal, accounting or other advisers, consultants or experts as it considers necessary from time to time in the performance of its duties. All Council Committees have access to independent professional advice on this basis.

In certain circumstances, each Council member has the right to seek independent professional advice, with the consent of the Chancellor (which will not to be unreasonably withheld), at the University’s expense within reasonable limits. Unless otherwise considered inappropriate by the Chancellor, all legal advice is sought through the University’s General Counsel.

**Insurance and indemnity**

The University maintains a Directors and Officers Liability Insurance Policy to cover all members of the Council. This policy provides insurance for liability up to $20,000,000.

The University Legal Office and Insurance Office are notified as soon as practicable of any matter that may give rise to a claim. Failure to comply with this requirement may prejudice any potential insurance cover.

For each member of the Council, in their capacity as a Council member, the University executes a deed of indemnity and access. The deed:
• Indemnifies a Council Member, on a full indemnity basis and to the full extent permitted by law, against all liabilities incurred by the Council member as a Council member of the University in relation to legal proceedings.
• Provides a right for a Council member, for a specified period, to have access to and inspect University Records, subject to certain qualifications and exclusions.

Remuneration and expenses
Council members, other than the Vice-Chancellor, do not receive remuneration. However, the University meets the cost of travel, accommodation and incidental costs associated with attendance at meetings.

At the discretion of the Council, the Chancellor may receive a modest honorarium, in an amount that the Council determines at the time of appointment. The Chancellor is also provided with additional resources, as determined by the Pro-Chancellor and Vice-Chancellor, which are considered to be prudent and appropriate to assist the Chancellor in the performance of his or her role.

The University also covers the reasonable costs associated with the Chancellor and Pro-Chancellor attending any ceremonial occasion of the University, or otherwise performing work on behalf of, or for, the University.

Induction and professional development
All new Council and Council Committee members undertake an induction program, which includes meetings with the Chancellor, Vice-Chancellor and other senior officers of the University, as considered appropriate. Each induction program is tailored to suit the skills and experience of the inductee and any specific knowledge they require.

All Council members are given the opportunity to undertake professional development activities to assist them in fulfilling their duties and responsibilities and keeping up to date with relevant issues, at the University’s expense. The Chancellor is responsible for overseeing an appropriate program of professional development for each Council member. The Director, Corporate Governance and Risk Office, maintains a schedule of available professional development opportunities.

Review of Council performance and charter
The Council evaluates its own performance on a regular basis. The evaluation occurs through

• annual self-assessment using an online survey
• one-on-one consultations between the Chancellor and individual Council members every second year

These assessments and consultations covering such matters as:

  o adequacy of Council engagement on strategic and other issues
  o structure, composition and tenure of Council members
Subsequent to these assessments and consultations, a report is tabled at a meeting of the Council for discussion. Discussion at the Council meeting also presents an opportunity for Council to address the question of its collective effectiveness.
THE AUSTRALIAN NATIONAL UNIVERSITY

Australian National University (Governance) Statute 2017

The Council of the University makes the following statute.

Dated DAY MONTH YEAR

Professor the Hon Gareth Evans AC QC FASSA
Chancellor
Part 4—Elections for staff and student members of Council

Division 4.1—Elections conducted under this instrument

Division 4.2—Elections for student members

Part 5—Nominations Committee

General note for Division 3.4

General note for Division 6.1

Division 6.2—Pro-Chancellor

Division 6.3—Vice-Chancellor

General note for Division 6.3
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>65</td>
<td>Other terms and conditions of Vice-Chancellor’s appointment</td>
<td>25</td>
</tr>
<tr>
<td>66</td>
<td>Acting Vice-Chancellor</td>
<td>26</td>
</tr>
<tr>
<td>67</td>
<td>Delegation and subdelegation: Council’s functions and powers under ANU Act</td>
<td>27</td>
</tr>
<tr>
<td>68</td>
<td>Delegation and subdelegation: Council’s functions under statutes etc.</td>
<td>27</td>
</tr>
<tr>
<td>69</td>
<td>Delegation and subdelegation: Vice-Chancellor’s functions</td>
<td>28</td>
</tr>
<tr>
<td>70</td>
<td>Delegation and subdelegation: functions of other University officials</td>
<td>29</td>
</tr>
<tr>
<td>71</td>
<td>General power to make rules</td>
<td>31</td>
</tr>
<tr>
<td>72</td>
<td>Specific powers to make rules</td>
<td>31</td>
</tr>
<tr>
<td>73</td>
<td>Tabling of rules, orders etc.</td>
<td>32</td>
</tr>
<tr>
<td>74</td>
<td>Validity of certain acts etc.</td>
<td>33</td>
</tr>
<tr>
<td>75</td>
<td>Execution of contracts</td>
<td>33</td>
</tr>
<tr>
<td>76</td>
<td>University seal</td>
<td>33</td>
</tr>
<tr>
<td>77</td>
<td>Transitional: existing terms and conditions of appointment for certain offices</td>
<td>34</td>
</tr>
</tbody>
</table>
Part 1—Preliminary

1 Name

This is the Australian National University (Governance) Statute 2017.

2 Commencement

This instrument commences on the commencement of the Australian National University Act 2017, section 6 (Australian National University).

3 Authority

This instrument is made under the ANU Act, section 38 (Statutes).

4 Object

The object of this instrument is to provide governance arrangements for the University that are of the highest standard and appropriate for its role as Australia’s national university and its status as one of the world’s great universities.

[Note: The ANU Act and this instrument give effect to the Voluntary Code of Practice for the Governance of Australian Universities. At the commencement of this instrument, the code of practice was available at https://www.universitiesaustralia.edu.au/efficiency-and-governance/legislation-and-governance/University-Governance.]

5 Definitions

In this instrument:

*close of nominations*, for an election conducted under this instrument, means the date and time by which nominations in the election must reach the returning officer.

*constitution*, of a student association, means the objects and rules of the association under the Associations Incorporation Act 1991 (ACT), and includes any regulations or other instrument made under those rules applying to the election of a student member.

*external member*, of the Council, means a member who, at the time of the member’s appointment, was not a member of staff or a student of the University, but does not include the Chancellor or the Vice-Chancellor.

*member*, of the Council, includes the Chancellor and the Vice-Chancellor.

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

*returning officer*, for an election conducted under this instrument, means the person who is the returning officer appointed under section 31(1)* (Appointment of returning officer etc.) to conduct the election.

*staff or student member* means a member of the Council mentioned in section 13* (Staff and student members to be appointed by Council).

*student association* means:
(a) the postgraduate student association or the undergraduate student association; and

(b) in relation to a postgraduate student or the election of the postgraduate student member of the Council—the postgraduate student association; and

(c) in relation to an undergraduate student or the election of the undergraduate student member of the Council—the undergraduate student association.

**student member** means the postgraduate student member or the undergraduate student member.

**undergraduate student association** means the Australian National University Students’ Association Incorporated, an association incorporated under the *Associations Incorporation Act 1991* (ACT).
Part 2—The University

General note for Part 2

The University was continued in existence by the ANU Act (s 6(1)).

Under the Act, the University is, and has the functions of, an independent, self-governing institution of higher learning that conducts research and teaching at the undergraduate and graduate level (s 7(1)).

The University is a body corporate (s 6(2)), and has a broad range of particular functions and powers (s 7(2) and (3) and s 9).

The Act gives the University responsibilities as Australia’s national university (s 8).

The Council decides how the University is to be structured (s 10).

6 Organisation of the University

(1) The University has the institutes, research schools, colleges and other bodies established, from time to time, within the University by the Council.

(2) A body established within the University by the Council has the fields of learning and name decided, from time to time, by the Council.

(3) Without limiting subsection (1), the Academic Board of the University is established.
Part 3—The Council

Division 3.1—Council functions and powers

General note for Division 3.1

As the governing authority of the University, the Council has general oversight of the University and is responsible for its general direction.

The Act gives the Council primary and other functions and requires the Council to act in the best interests of the University (s 14(2)-(4)). The Act also gives the Council general powers (s 15) and a range of specific powers (e.g. the power to make statutes under s 38).

7 Degrees and awards

The Council may, from time to time, decide the degrees and other awards that the University may confer.

8 Honorary degrees

(1) The Council may approve the award of honorary degrees, and may revoke an approval.

(2) The Council may, from time to time, determine the following:
   (a) conditions of eligibility for the award of honorary degrees;
   (b) the privileges conferred by honorary degrees and the conditions to which honorary degrees are subject;
   (c) conditions for the use of the honorary title ‘Doctor’ (or any abbreviation of that title), or any postnominal, by the holders of honorary degrees;
   (d) procedures for the making, and consideration, of nominations for the award of honorary degrees;
   (e) procedures for revoking approval of the award of honorary degrees.

Division 3.2—Council composition: general

General note for Division 3.2

Under the ANU Act, the Council consists of the Chancellor, the Vice-Chancellor, the other members (including at least one external member) appointed by the Council, and the external members appointed by the Minister (s 13(2)). An external member is a member who, at the time of the member’s appointment, was not a member of staff or student of the University.

The Act gives the Council primary and other functions and requires the Council to act in the best interests of the University (s 14(2)-(4)). The Act also gives the Council general powers (s 15) and a range of specific powers (e.g. the power to make statutes under s 38). The Act requires the Council to specify the following by statute (see s 13(3)-(6)):

(a) the number of members (other than the Chancellor and Vice-Chancellor) to be appointed by the Council;

(b) the number of those members who must be external members;
(c) the classes of persons from whom persons may be selected for appointment as members (other than external members) by the Council and how they may be selected;

(d) the number of external members to be appointed by the Minister.

This Division specifies those matters.

9 Number of members to be appointed by Council

Under the ANU Act, section 13(3)(a), the number of members (apart from the Chancellor and Vice-Chancellor) to be appointed by the Council is 6.

10 Number of external members to be appointed by Council

Under the ANU Act, section 13(3)(b), the number of external members to be appointed by the Council is 1.

11 Selection of non-external members to be appointed by Council

Under the ANU Act, section 13(3)(c), the members mentioned in the paragraph are to be selected from the members of staff and students of the University in accordance with Division 3.3 (Council composition: choosing staff and student members).

12 Number of external members to be appointed by Minister

Under the ANU Act, section 13(6), the number of external members to be appointed by the Minister is 6.

Division 3.3—Council composition: choosing staff and student members

13 Staff and student members to be appointed by Council

The Council must appoint the following staff and student members of the Council:

(a) a deans and research school heads member;
(b) an academic staff member;
(c) a professional staff member;
(d) a postgraduate student member;
(e) an undergraduate student member.

14 Deans and research school heads member

(1) The person appointed by the Council as the deans and research school heads member must:

(a) be a dean or research school head; and
(b) have been elected by the deans and research school heads.

(2) The election must be conducted under this instrument.

(3) The deans and research school heads member is elected for a period of 2 years.

(4) The deans and research school heads member may be re-elected.

(5) However, a person who is a staff or student member may not be elected or re-elected as the deans and research schools member if, at the end of the person’s current appointment
as a staff or student member, the person will have been a staff or student member for at least 8 consecutive years.

(6) Subsection (5) does not apply in relation to the election or re-election of a person as the deans and research school member at an election if the Council has decided before the close of nominations in the election that, having regard to the matters referred to in the ANU Act, section 22, the person is eligible to be elected in the election.

[Note: Section 22 specifies the matters to which the Council must have regard in making appointments to the Council.]

15 Academic staff member

(1) The person appointed by the Council as the academic staff member must:
   (a) be a member of the academic staff; and
   (b) have been elected by the members of the academic staff.

(2) The election must be conducted under this instrument.

(3) The academic staff member is elected for a period of 2 years.

(4) The academic staff member may be re-elected.

(5) However, a person who is a staff or student member may not be elected or re-elected as the academic staff member if, at the end of the person’s current appointment as a staff or student member, the person will have been a staff or student member for at least 8 consecutive years.

(6) Subsection (5) does not apply in relation to the election or re-election of a person as the academic staff member at an election if the Council has decided before the close of nominations in the election that, having regard to the matters referred to in the ANU Act, section 22, the person is eligible to be elected in the election.

[Note: Section 22 specifies the matters to which the Council must have regard in making appointments to the Council.]

16 Professional staff member

(1) The person appointed by the Council as the professional staff member must:
   (a) be a member of the professional staff; and
   (b) have been elected by the members of the professional staff.

(2) The election must be conducted under this instrument.

(3) The professional staff member is elected for a period of 2 years.

(4) The professional staff member may be re-elected.

(5) However, a person who is a staff or student member may not be elected or re-elected as the professional staff member if, at the end of the person’s current appointment as a staff or student member, the person will have been a staff or student member for at least 8 consecutive years.

(6) Subsection (5) does not apply in relation to the election or re-election of a person as the professional staff member at an election if the Council has decided before the close of
nominations in the election that, having regard to the matters referred to in the ANU Act, section 22, the person is eligible to be elected in the election.

[Note: Section 22 specifies the matters to which the Council must have regard in making appointments to the Council.]

17 Postgraduate student member

(1) The person appointed by the Council as the postgraduate student member must:
   (a) be a postgraduate student; and
   (b) have been elected by the postgraduate students.

(2) The election must be conducted by the postgraduate student association under the association’s constitution. However, if a direction is in force under section 35(3)* (Conduct of student member elections under this instrument) in relation to elections for the postgraduate student member, the election must be conducted under this instrument.

   [Note: The association must ensure that the conditions mentioned in section 34(2)* (Conditions for conduct of elections by student associations) are complied with in relation to an election that it conducts under its constitution.]

(3) The postgraduate student member is elected for a period of 1 year. However, if the postgraduate student association’s constitution provides for a period of office other than 1 year for elected positions in the association and the period provided is no longer than 15 months, the Council may specify a period of no longer than that other period as the period for which the postgraduate student member is elected. Also, if the postgraduate student member is to be elected to fill a casual vacancy in the office, the member is elected for the remainder of the term of office of the member’s predecessor.

(4) The postgraduate student member may be re-elected.

(5) However, a person who is a staff or student member may not be elected or re-elected as the postgraduate student member if, at the end of the person’s current appointment as a staff or student member, the person will have been a staff or student member for at least 8 consecutive years.

(6) Subsection (6) does not apply in relation to the election or re-election of a person as the postgraduate student member at an election if the Council has decided before the close of nominations in the election that, having regard to the matters referred to in the ANU Act, section 22, the person is eligible to be elected in the election.

   [Note: Section 22 specifies the matters to which the Council must have regard in making appointments to the Council.]

18 Undergraduate student member

(1) The person appointed by the Council as the undergraduate student member must:
   (a) be an undergraduate student; and
   (b) have been elected by the undergraduate students.

(2) The election must be conducted by the undergraduate student association under the association’s constitution. However, if a direction is in force under section 35(3)* (Conduct of student member elections under this instrument) in relation to elections for the undergraduate student member, the election must be conducted under this instrument.

   [Note: The association must ensure that the conditions mentioned in section 34(2)* (Conditions for conduct of elections by student associations) are complied with in relation to an election that it conducts under its constitution.]
(3) The undergraduate student member is elected for a period of 1 year. However, if the undergraduate student association’s constitution provides for a period of office other than 1 year for elected positions in the association and the period provided is no longer than 15 months, the Council may specify a period of no longer than that other period as the period for which the undergraduate student member is elected. Also, if the undergraduate student member is to be elected to fill a casual vacancy in the office, the member is elected for the remainder of the term of office of the member’s predecessor.

(4) The undergraduate student member may be re-elected.

(5) However, a person who is a staff or student member may not be elected or re-elected as the undergraduate student member if, at the end of the person’s current appointment as a staff or student member, the person will have been a staff or student member for at least 8 consecutive years.

(6) Subsection (5) does not apply in relation to the election or re-election of a person as the undergraduate student member at an election if the Council has decided before the close of nominations in the election that, having regard to the matters referred to in the ANU Act, section 22, the person is eligible to be elected in the election.

[Note: Section 22 specifies the matters to which the Council must have regard in making appointments to the Council.]

**Division 3.4—Council members**

**General note for Division 3.4**

The ANU Act includes provisions about the appointment of Council members (s 16-22), the remuneration and allowances (if any) of external members (s 23), and termination of the appointment of Council members (s 24).

These provisions do not apply to the Chancellor or Vice-Chancellor. The Act has separate provisions about these matters for the Chancellor and Vice-Chancellor (s 27 and s 29) and additional provisions about some of these matters for the Pro-Chancellor (s 28).

**19 Remuneration and allowances of Council members**

(1) A Council member is not entitled to be paid remuneration or allowances as a Council member.

(2) To remove any doubt, this section does not prevent the reimbursement of a Council 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 Council member; or

   (d) the Chancellor, Pro-Chancellor or Vice-Chancellor.
Examples for subsection (3)(a)

1 travelling allowances

2 training and development allowances

[Note: The Chancellor, Pro-Chancellor and Vice-Chancellor hold office, subject to the ANU Act and this instrument, on the terms and conditions decided by the Council (see respectively sections 48*, 54* and 65*).]

20 Staff or student members: additional circumstances for termination of appointment

Under the ANU Act, section 24(1)(g), the following circumstances are prescribed:

(a) for the deans and research school heads member—the member is no longer either a dean or research school head;

(b) for the academic staff member—the member is no longer a member of the academic staff;

(c) for the professional staff member—the member is no longer a member of the professional staff;

(d) for the postgraduate student member—the member is no longer a postgraduate student;

(e) for the undergraduate student member—the member is no longer an undergraduate student.

[Note: Terms used in this section (e.g. dean and research school head) are defined in the Legislation Statute, Part 5 (Staff and student references).]

21 Resignation of Council members

(1) A Council member may resign by written notice to the Council given to the Chancellor.

(2) This section does not apply to the Chancellor or Vice-Chancellor.

[Note: See section 47* (Resignation of Chancellor) and section 64* (Resignation of Vice-Chancellor).]

Division 3.5—Council procedures

22 Holding Council meetings

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

(2) However, the Council must meet at least 6 times a year.

(3) Also, the Chancellor may at any time call a Council meeting and must call a meeting if asked by at least the required number of Council members.

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

(5) In this section:

required number, of Council members, means:

(a) a quarter of the number of persons for the time being holding office as Council members; or

(a) if that number is not a whole number—the next higher whole number.
23 Presiding at Council meetings

(1) Subject to this instrument, the Chancellor presides at all Council meetings at which the Chancellor is present.

[Note: The Pro-Chancellor presides at Council meetings while the Council is considering certain matters in relation to the Chancellor (s 57(2)(a)* (Role of Pro-Chancellor).]

(2) If the Chancellor is absent, the Pro-Chancellor presides.

(3) However, if the Chancellor and Pro-Chancellor are both absent, the Council member chosen by the members present presides.

24 Quorum at Council meetings

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

[Note: The Council 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).]

25 Voting at Council meetings

(1) Subject to the ANU Act and this instrument, a question arising at a Council meeting is to be decided by a majority of the Council members present and voting.

[Note: Under the ANU Act and this instrument certain resolutions require special majorities. For example, see the ANU Act, section 24(2), which is about the termination of the appointment of a Council member on certain grounds.]

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

26 Council decisions without meetings

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

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

(b) all Council members were given notice, or reasonable efforts were made to give all Council 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 Council; and

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

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

(2) For subsection (1), a Council 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 Council meeting.

[Note: Under the Public Governance, Performance and Accountability Rule 2014 (see s 15(2)), if a Council member has a material personal interest that relates to the affairs of the University, the member must not be present at a Council meeting if a matter in which member has the interest is being considered at the meeting and must not vote on the matter.]
27 Council proceedings generally

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

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

Division 3.6—Council committees

28 Council committees

(1) The Council may do any of the following:

(a) establish committees of the Council;
(b) set the functions and membership of Council committees;
(c) decide how:
   (i) Council committees are to be managed, operated and controlled; and
   (ii) Council committee meetings and other proceedings are to be conducted;
(d) set reporting and other accountability arrangements for Council committees.

[Note: Function includes authority, duty and power (see Legislation Statute, dictionary).]

(2) A Council committee may consist of:

(a) Council members; or
(b) Council members and other persons; or
(c) persons who are not Council members.
Part 4—Elections for staff and student members of Council

Division 4.1—Elections conducted under this instrument

29 Application of Division 4.1

(1) This Division applies to an election for a staff or student member conducted under this instrument.

(2) To remove any doubt, this Division does not apply to an election for a student member conducted by the student association under the association’s constitution, but does apply to the election for a student member conducted under this instrument.

30 Elections: preferential voting and secret ballot

An election must be conducted by:
(a) a method of preferential voting; and
(b) secret ballot.

31 Appointment of returning officer etc.

(1) The Vice-Chancellor may, in writing, appoint a person as returning officer to conduct an election or elections under this instrument.

(2) The Vice-Chancellor must ensure that there is a returning officer appointed for each election for a staff or student member conducted under this instrument.

(3) The power to appoint a person as returning officer must be exercised personally by the Vice-Chancellor.

(4) The returning officer may, in writing, appoint deputies to assist the returning officer to conduct an election or elections under this instrument.

32 Conduct of election by returning officer

The returning officer for an election must ensure that the election is conducted fairly, and, in particular, the returning officer 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.

33 Decisions of returning officer final etc.

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.

Division 4.2—Elections for student members

34 Conditions for conduct of elections by student associations

(1) This section applies to an election for a student member conducted by the student association under the association’s constitution.
(2) The student association must ensure that the following conditions are complied with in relation to the election:

(a) the election must be conducted by the association under the association’s constitution;

(b) a person is not eligible to nominate a candidate for election, be nominated as a candidate for election, vote, or be elected, in the election unless the person is:
   (i) for an election conducted by the postgraduate student association—a postgraduate student of the University; or
   (ii) for an election conducted by the undergraduate student association—an undergraduate student of the University;

(c) the student member must be directly elected as the student member by:
   (i) for an election conducted by the postgraduate student association—the postgraduate students of the University; or
   (ii) for an election conducted by the undergraduate student association—the undergraduate students of the University;

(d) if the election is not for a casual vacancy—the election must be conducted at the same time as the annual elections for elected positions in the association;

(e) the student association must appoint a returning officer for the election;

(f) the returning officer must ensure that the election is conducted fairly, and, in particular, the returning officer must take reasonable steps to ensure that persons eligible to become candidates and vote in the election:
   (i) are given reasonable notice of the opportunity to become candidates and vote; and
   (ii) are given reasonable information about how and when they may become candidates and vote; and
   (iii) have a reasonable opportunity to become candidates and vote in the election;

(g) the returning officer must also ensure that the election otherwise complies with this instrument;

(h) the student association must take the steps necessary, or that the returning officer reasonably requires, to assist the returning officer ensure that the election is conducted fairly and otherwise complies with this instrument;

(i) the election must be by a method of preferential voting and by secret ballot;

(j) after the conclusion of the election, the returning officer must declare the result of the election;

(k) the returning officer must report to the Vice-Chancellor on the conduct and the result of the election within 2 working days after the day the result of the election is declared by the returning officer;

(l) the election must otherwise comply with this instrument.

(3) To remove any doubt, subsection (2) does not prevent:

(a) the election from being conducted for the association by an authority of the Commonwealth or a State or Territory; or

(b) the association from conducting the election for the student member at the same time as, and in association with, elections for positions in the association; or

(c) the student member from being elected to another position in the association by a separate election conducted by the association at the same time as, and in association with, the election for the student member; or
(d) the returning officer for the election for the student member from being the returning officer for elections for positions in the association that are conducted at the same time.

35 Conduct of student member elections under this instrument

(1) This section applies if the Vice-Chancellor is satisfied in relation to the election of a student member (the relevant election) that:

(a) a condition mentioned in section 34(2)* (Conditions for conduct of elections by student associations) has not been complied with, is not being complied with, or will not be complied with, in relation to the election; and
(b) noncompliance with the condition is contrary to the interests of the University, its good governance or the interests of the relevant student community.

(2) Without limiting subsection (1)(b), the Vice-Chancellor may be satisfied about a matter mentioned in that paragraph if the Vice Chancellor is satisfied that any of the following applies in relation to the election:

(a) the person elected is not eligible to have been elected or has been elected by persons not eligible to vote in the election;
(b) the election has not been conducted, is not being conducted, or will not be conducted, in a way that results the person elected being directly elected as the student member;
(c) the election has not been conducted, is not being conducted, or will not be conducted, by a method of preferential voting or by secret ballot (or both);
(d) there has been a serious irregularity in the course or conduct of the election;
(e) the result of the election is not, or is not likely to be, reliable;
(f) the conduct of the election is not, or will not, be fair.

Examples for paragraph (f)

1 the returning officer could not reasonably be considered to be impartial or has behaved in a way that could reasonably be considered to be biased
2 the returning officer is failing, or has failed, to conduct the election in an orderly way, maintain the secrecy of the ballot or ensure the integrity of the voting
3 persons eligible to become candidates and vote in the election have not been given reasonable notice of the opportunity to become candidates and vote or reasonable information about how and when they may become candidates and vote
4 persons eligible to become candidates and vote in the election have not been given a reasonable opportunity to become candidates and vote in the election.

(3) The Vice-Chancellor may, in writing, direct that elections for the student member must be conducted under this instrument and not by the student association under the association’s constitution.

(4) If the relevant election has commenced but the result of the election has not been declared by the returning officer for the election, the election process ends, anything done for or in relation to the election ceases to have effect, and a fresh election must be conducted under this instrument.

(5) Subsection (6) applies if:

(a) the result of the relevant election has been declared by the returning officer for the election; and
(b) either:
   (i) the returning officer has not reported to the Vice-Chancellor on the conduct and the result of the election; or
   (ii) the returning officer has reported to the Vice-Chancellor on the conduct and the result of the election but less than 10 working days have elapsed after the day the report was made.

(6) If this subsection applies, anything done for or in relation to the election ceases to have effect, the person declared to be elected as the student member is taken not to have been elected, and a fresh election must be conducted under this instrument.

(7) The direction under subsection (3) remains in effect for a specified period of no longer than 12 months unless it is revoked sooner.

(8) Subsection (7) does not prevent the Vice-Chancellor from giving a further direction under subsection (3) in relation to the conduct of elections for the student member.

(9) If the Vice-Chancellor makes, revokes, or varies the period of effect of, a direction under subsection (3), the Vice-Chancellor must:
   (a) inform the Council at its next meeting; and
   (b) give written notice of the action taken by the Vice-Chancellor to the President of the relevant student association within 5 working days after the day the action is taken.

(10) If, as result of the making of a direction under subsection (3), a person declared to be elected as the student member is taken not to have been elected, the Vice-Chancellor must also give written notice of the making of the direction to that person within 5 working days after the day the direction is made.

(11) The power to make, revoke or vary a direction under subsection (3) must be exercised personally by the Vice-Chancellor.
Part 5—Nominations Committee

General note for Part 5

The ANU Act establishes the Nominations Committee and provides for its composition, functions and powers (s 25). The Nominations Committee nominates persons for appointment as external members of Council by the Council and the Minister (s 18).

36 Term of appointment of certain Nominations Committee members

(1) This section applies to a member of the Nominations Committee appointed by the Council or the Minister.

[Note: The Chancellor and Pro-Chancellor are automatically members of the Nominations Committee (ANU Act, s 25(2)(a) and (b)).]

(2) Subject to this instrument, the member holds office for the period specified in the member’s instrument of appointment. The period must not exceed 3 years.

(3) The member may be reappointed as a member of the Nominations Committee for a period. However, the member must not hold office as a member of the Nominations Committee for longer than 6 consecutive years.

(4) Subsection (3) does not apply to the Vice-Chancellor if the Vice-Chancellor is a member of the Nominations Committee.

37 Remuneration and allowances of Nominations Committee members

(1) A Nominations Committee member is not entitled to be paid remuneration or allowances as a Nominations Committee member.

(2) To remove any doubt, this section does not prevent the reimbursement of a Nominations Committee 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 Nominations Committee 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 Chancellor or Pro-Chancellor and, if the Vice-Chancellor is a member of the Nominations Committee, the Vice-Chancellor.

Examples for subsection (3)(a)

1 travelling allowances

2 training and development allowances

[Note: The Chancellor, Pro-Chancellor and Vice-Chancellor hold office, subject to the ANU Act and this instrument, on the terms and conditions decided by the Council (see respectively sections 48*, 54* and 65*).]

38 Termination by Council of appointment of Nominations Committee members

The Council must terminate the appointment of a Nominations Committee member appointed by the Council or the Minister if:
(a) the member is absent, except on leave of absence given by the Nominations Committee, from 3 consecutive meetings of the committee; or
(b) the member becomes 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 Nominations Committee member; or
   (ii) is incapable (other than on a temporary basis) of performing the duties of a Nominations Committee member.

[Note: The appointment of a Nominations Committee member may also be terminated under the Public Governance, Performance and Accountability Act 2013, section 30 (which deals, among other things, with terminating the appointment of a member of an accountable authority for contravening general duties of officials).]

39 Termination by Minister of appointment of Nominations Committee member appointed by Minister

(1) The Nominations Committee member appointed by the Minister holds office as a member during the Minister’s pleasure.

(2) The Minister may, at any time and by written notice given to the member, terminate the member’s appointment for any reason that the Minister, at the Minister’s absolute discretion, considers appropriate.

[Note: The Acts Interpretation Act, section 28A (Service of documents) applies to the giving of the notice (see also Legislation Statute, s 29* (Service of notices etc.).]

(3) The Minister need not provide a reason for terminating the member’s appointment.

(4) If the Minister terminates the member’s appointment by notice under subsection (2), the Minister must give a copy of the notice to the Chancellor.

40 Resignation of Nominations Committee members

(1) A Nominations Committee member may resign by written notice given to the Chancellor.

(2) If the Nominations Committee member appointed by the Minister resigns, the Chancellor must notify the Minister.

(3) This section does not apply to the Chancellor or Pro-Chancellor.

[Note: See section 47* (Resignation of Chancellor) and section 53* (Resignation of Pro-Chancellor).]

41 Holding Nominations Committee meetings

(1) The Nominations Committee is to meet at the times and places that it decides.

(2) However, the Chancellor may at any time call a Nominations Committee meeting and must call a meeting if asked by at least the required number of Nominations Committee members.

(3) In this section:
required number, of Nominations Committee members, means:
   (a) half of the number of persons for the time being holding office as Nominations Committee members; or
   (b) if that number is not a whole number—the next higher whole number.

42 Presiding at Nominations Committee meetings
   (1) The Chancellor presides at all Nominations Committee meetings at which the Chancellor is present.
   (2) If the Chancellor is absent, the Pro-Chancellor presides.

43 Nominations Committee proceedings generally
   (1) Business may be carried out at a Nominations Committee meeting only if:
       (a) a majority of the persons for the time being holding office as Nominations Committee members are present; and
       (b) the members present include the Chancellor or Pro-Chancellor.

   [Note: The Nominations Committee 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).]

   (2) At a Nominations Committee meeting, the member presiding and the other members present each have vote.

   (3) A resolution is passed at a Nominations Committee meeting if a majority of the committee members present and voting vote in favour of the resolution.

   (4) A resolution of the Nominations Committee is a valid resolution, even though it is not passed at a meeting of the committee, if:
       (a) notice of the resolution is given, and committee members vote on the resolution, under procedures decided by the committee; and
       (b) a majority of the persons for the time being holding office as committee members agree, in writing, to the resolution.

   (5) Subject to the ANU Act and this instrument, the Nominations Committee must conduct its proceedings (including its meetings) as otherwise directed by the Council.

   [Note: The Public Governance, Performance and Accountability Act 2013 (see s 29) and the Public Governance, Performance and Accountability Rule 2014 (see Part 2-2, Division 2) contain provisions requiring Nominations Committee members to disclose details of material personal interests and dealing with the consequences of a disclosure, including not participating in committee meetings or voting on a matter in which the member has an interest.]
Part 6—Officers of the University

Division 6.1—Chancellor

General note for Division 6.1

The ANU Act provides for there to be a Chancellor of the University (s 27(1)).

The Chancellor is appointed by the Council (s 27(2) and (3)).

The Chancellor is a member of the Council and the Nominations Committee (s 13(2)(a) and s 25(2)(a)).

The Act requires the Council to terminate the Chancellor’s appointment in certain circumstances (s 27(4)).

44 Role of Chancellor

(1) The primary responsibilities of the Chancellor are:
   (a) to provide leadership to the Council; and
   (b) to ensure the highest standards of good corporate governance within the University; and;
   (c) to ensure that the Council fulfils:
       (i) its responsibilities under the ANU Act and other Commonwealth laws; and
       (ii) any other responsibilities that it sets for itself, by statute or otherwise.

(2) The Chancellor also has the following specific responsibilities:
   (a) subject to this instrument, to preside at all meetings of the Council and Nominations Committee at which the Chancellor is present, and facilitate discussion within the meetings;
   (b) to represent the views of the Council to the University community, government, business, civil society and the public;
   (c) to maintain a regular dialogue and mentoring relationship with the Vice-Chancellor and senior University management, serving as a primary link between the Council and management and providing continuity between Council meetings;
   (d) to work with the Vice-Chancellor in relation to the Council’s requirements for information to contribute effectively to the Council decision-making process;
   (e) to monitor the effective implementation of Council decisions;
   (f) to preside at all ceremonial occasions of the University at which the Chancellor is present, including the Conferring of Awards ceremonies;
   (g) to fulfil any other responsibilities:
       (i) under the ANU Act and other Commonwealth laws; or
       (ii) given by the Council, by statute or otherwise.

(3) However, to remove any doubt, the Chancellor does not hold an executive role in the University.

45 Term of Chancellor’s appointment

(1) The Chancellor is appointed for the period (no longer than 4 years) decided by the Council.
(2) The period of the Chancellor’s appointment may, but need not, be specified in the Chancellor’s instrument of appointment.

[Note: The ANU Act, section 27(5) provides that, subject to the Act and statutes, the Chancellor holds office for the period specified in the Chancellor’s instrument of appointment.]

(3) A person may be reappointed as the Chancellor for a period. However, a person must not hold office as Chancellor for longer than 8 consecutive years, unless the Council considers it appropriate for the person to hold office as Chancellor for longer than that period.

46 Termination of Chancellor’s appointment

(1) The Council must terminate the Chancellor’s appointment if:

(a) the Chancellor is absent, except on leave of absence given by the Council, from 3 consecutive meetings of the Council; or

(b) the Chancellor, in the Council’s opinion formed by resolution passed at a meeting of the Council as provided by subsection (2):

(i) no longer has the Council’s confidence; or

(ii) is incapable (other than on a temporary basis) of performing the duties of the Chancellor’s office; or

(c) the Chancellor is appointed as the Vice-Chancellor.

[Note: The ANU Act, section 27(4) provides other grounds on which the Council must terminate the Chancellor’s appointment.]

(2) For subsection (1)(b), the Council forms its opinion by resolution passed at a meeting of the Council if the resolution is passed at the meeting by at least a two-thirds majority of the members of the Council.

(3) Without limiting subsection (1)(b)(i), the Council may form its opinion mentioned in the subparagraph on the ground that the Chancellor has breached the Chancellor’s duties under the Public Governance, Performance and Accountability Act 2013. Part 2-2, Division 3, Subdivision A as a member of the Council or Nominations Committee.

[Note: Subdivision A is about the general duties of officials (including Council and Nominations Committee members). The duties include a duty to act honestly, in good faith and for a proper purpose, and a duty to disclose interests.]

47 Resignation of Chancellor

The Chancellor may resign by written notice to the Council given to the Vice-Chancellor.

48 Other terms and conditions of Chancellor’s appointment

(1) Subject to the ANU Act and this instrument, the Chancellor holds office on the terms and conditions decided by the Council.

(2) The terms and conditions may, but need not, be specified in the Chancellor’s instrument of appointment.

[Note: The ANU Act, section 27(5) provides that, subject to the Act and statutes, the Chancellor holds office on the terms and conditions specified in the Chancellor’s instrument of appointment.]

49 Pro-Chancellor acting as Chancellor

The Pro-Chancellor acts as the Chancellor during all periods when:
(a) there is a vacancy in the office of Chancellor; or
(b) the Chancellor is absent on leave of absence given by the Council; or
(c) the Chancellor is unable, for any reason, to perform the duties of the office.

[Note: The Acts Interpretation Act has provisions applying to the acting (see s 33AB and s 33A(2) and (3)).]

Division 6.2—Pro-Chancellor

General note for Division 6.2

The ANU Act provides for there to be a Pro-Chancellor of the University (s 28(1)).

The Pro-Chancellor is an external member of the Council appointed by the Council as the Pro-Chancellor (s 28(2) and (3)).

In addition to being a member of the Council, the Pro-Chancellor is a member of the Nominations Committee (s 25(2)(b)).

The Act requires the Council to terminate the Pro-Chancellor’s appointment in certain circumstances, including if the Pro-Chancellor ceases to hold office as a Council member (s 28(4)). These circumstances are additional to the circumstances in which the Council is required to terminate the Pro-Chancellor’s appointment as a Council member (s 24).

50 Role of Pro-Chancellor

(1) The primary responsibilities of the Pro-Chancellor are to assist the Chancellor in:
   (a) providing leadership to the Council; and
   (b) ensuring the highest standards of good corporate governance within the University;
       and;
   (c) ensuring that the Council fulfils:
       (i) its responsibilities under the ANU Act and other Commonwealth laws; and
       (ii) any other responsibilities that it sets for itself, by statute or otherwise.

(2) The Pro-Chancellor also has the following specific responsibilities:
   (a) to preside at meetings of the Council and Nominations Committee at which the Pro-Chancellor is present if the Chancellor is absent or while the meeting is considering a matter mentioned in paragraph (c), and facilitate discussion within the meetings;
   (b) to assist the Chancellor in carrying out the Chancellor’s specific responsibilities;
       [Note: See section 50(2)* (Role of Chancellor).]
   (c) to lead the Council in its deliberations on the appointment or reappointment of a Chancellor, the terms and conditions of the Chancellor’s appointment or the termination of the Chancellor’s appointment;
   (d) to preside at all ceremonial occasions of the University at which the Pro-Chancellor is present if the Chancellor is absent, including the Conferring of Awards ceremonies;
   (e) to fulfil any other responsibilities:
(i) under the ANU Act and other Commonwealth laws; or
(ii) given by the Council, by statute or otherwise.

51 Term of Pro-Chancellor’s appointment

(1) The Pro-Chancellor is appointed for the period (no longer than 4 years) decided by the Council.

[Note: The Pro-Chancellor may be reappointed (see Acts Interpretation Act, s 33AA (Power to appoint includes power to reappoint).]

(2) The period of the Pro-Chancellor’s appointment may, but need not, be specified in the Pro-Chancellor’s instrument of appointment.

[Note: The ANU Act, section 28(5) provides that, subject to the Act and statutes, the Pro-Chancellor holds office for the period specified in the Pro-Chancellor’s instrument of appointment.]

52 Termination of Pro-Chancellor’s appointment

(1) The Council must terminate the Pro-Chancellor’s appointment as Pro-Chancellor if the Pro-Chancellor, in the Council’s opinion formed by resolution passed at a meeting of the Council as mentioned in subsection (2):
   (a) no longer has the Council’s confidence; or
   (b) is incapable (other than on a temporary basis) of performing the duties of the Pro-Chancellor’s office; or

(2) For subsection (1), the Council forms its opinion by resolution passed at a meeting of the Council if the resolution is passed at the meeting by at least a two-thirds majority of the members of the Council.

(3) Without limiting subsection (1)(a), the Council may form its opinion mentioned in the paragraph on the ground that the Pro-Chancellor has breached the Pro-Chancellor’s duties under the Public Governance, Performance and Accountability Act 2013, Part 2-2. Division 3, Subdivision A as a member of the Council or Nominations Committee.

[Note: Subdivision A is about the general duties of officials (including Council and Nominations Committee members). The duties include a duty to act honestly, in good faith and for a proper purpose, and a duty to disclose interests.]

(4) To remove any doubt, the termination of the Pro-Chancellor’s appointment as Pro-Chancellor under this section does not affect the Pro-Chancellor’s appointment as a Council member unless that appointment is also terminated under the ANU Act.

53 Resignation of Pro-Chancellor

(1) The Pro-Chancellor may resign as Pro-Chancellor by written notice to the Council given to the Chancellor.

(2) To remove any doubt, the Pro-Chancellor may resign as the Pro Chancellor and remain a Council member or may resign both as Pro-Chancellor and as a Council member.

54 Other terms and conditions of Pro-Chancellor’s appointment

(1) Subject to the ANU Act and this instrument, the Pro-Chancellor holds office on the terms and conditions decided by the Council.

(2) The terms and conditions may, but need not, be specified in the Pro-Chancellor’s instrument of appointment.
55 Acting Pro-Chancellor

The Council may, in writing, appoint an external member of the Council to act as the Pro-Chancellor during any period, or all periods, when:
(a) there is a vacancy in the office of Pro-Chancellor; or
(b) the Pro-Chancellor is:
   (i) acting as the Chancellor; or
   (ii) absent on leave of absence given by the Council; or
   (iii) unable, for any reason, to perform the duties of the office.

[Note: The Acts Interpretation Act has provisions applying to the acting (see s 33AB and s 33A(1)).]

Division 6.3—Vice-Chancellor

General note for Division 6.3

The ANU Act provides for there to be a Vice-Chancellor of the University (s 29(1)).
The Vice-Chancellor may also be known as the President of the University (s 29(2)(a)).
The Vice-Chancellor is the principal academic officer of the University and the University’s chief executive officer (s 29(2)(a)).
The Vice-Chancellor is responsible for the academic standards, management and administration of the University and has the functions, duties and powers prescribed by statute or otherwise determined by the Council (s 29(2)(b) and (c)).
The Vice-Chancellor is appointed by the Council (s 29(3) and (4)).
The Vice-Chancellor is a member of the Council (s 13(2)(b)).

56 President of the University

To remove any doubt, the Vice-Chancellor may use, or be referred to using, the title President of the University, with or without any other title.

57 General functions and powers of Vice-Chancellor

(1) The Vice-Chancellor may:
(a) exercise any function or duty given to the Vice-Chancellor under:
   (i) the ANU Act or any other Commonwealth law; or
   (ii) University legislation; or
   (iii) decisions of the Council; and
(b) do anything incidental or conducive to the exercise of those functions or duties.

(2) The Vice-Chancellor may:
(a) exercise any power given to the Vice-Chancellor under:
(i) the ANU Act or any other Commonwealth law; or
(ii) University legislation; or
(iii) decisions of the Council; and

(b) do anything necessary or convenient to be done for, or in connection with, the exercise of the Vice-Chancellor’s functions or duties.

58 Exercise of functions by Vice-Chancellor

In exercising a function, the Vice-Chancellor must act in accordance with:

(a) the ANU Act and other Commonwealth laws; and
(b) any other laws applying to the exercise of the function; and
(c) University legislation; and
(d) decisions of the Council.

[Note: Function includes authority, duty and power (see Legislation Statute, dictionary).]

59 Executive appointments

(1) The Vice-Chancellor may, in writing:

(a) appoint a Provost, and appoint the Deputy Vice-Chancellors and Pro Vice-Chancellors, and make appointments to other executive positions, that the Vice-Chancellor considers appropriate; and

(b) set the terms and conditions of executive appointments.

(2) However, if the Council designates an executive position as a position to which this subsection applies, appointments to the position must be made by the Council on the Vice-Chancellor’s recommendation.

(3) The Vice-Chancellor must provide the reports in relation to executive appointments, including the terms and conditions of those appointments, that the Council requires.

60 Designation of Vice-President of the University

The Vice-Chancellor may, in writing, authorise 1 or more members of staff to use the title Vice-President of the University.

61 Intellectual property powers of Vice-Chancellor

(1) The Vice-Chancellor may act for the University in the administration of any right or interest of the University in intellectual property.

(2) Without limiting subsection (1) or any other function of the Vice-Chancellor, the Vice-Chancellor may, for that subsection:

(a) appoint agents and attorneys to act for the University; and

(b) do anything else the Vice-Chancellor considers appropriate in the interests of the University.

(3) In this section:

administration, in relation to a right or interest in intellectual property, includes doing anything to obtain, maintain, defend or enforce the right or interest.
intellectual property means any patent, trade mark, industrial design, copyright, public lending right, or other form of intellectual property, recognised under Australian law or the law of a foreign country.

62 Term of Vice-Chancellor’s appointment

(1) The Vice-Chancellor is appointed for the period (no longer than 5 years) decided by the Council.

[Note: The Vice-Chancellor may be reappointed (see Acts Interpretation Act, s 33AA (Power to appoint includes power to reappoint).]

(2) The period of the Vice-Chancellor’s appointment may, but need not, be specified in the Vice-Chancellor’s instrument of appointment.

[Note: The ANU Act, section 29(5) provides that, subject to the Act and statutes, the Vice-Chancellor holds office for the period specified in the Vice-Chancellor’s instrument of appointment.]

63 Termination of Vice-Chancellor’s appointment

(1) The Council must terminate the Vice-Chancellor’s appointment if:

(a) the Vice-Chancellor becomes a member of the Commonwealth Parliament, a State Parliament or the legislature of a Territory; or

(b) the Vice-Chancellor becomes disqualified from managing corporations under the Corporations Act 2001, Part 2D.6; or

(c) the Vice-Chancellor, in the Council’s opinion formed by resolution passed at a meeting of the Council as provided by subsection (2):

(i) no longer has the Council’s confidence; or

(ii) is incapable (other than on a temporary basis) of performing the duties of the Vice-Chancellor’s office.

(2) For subsection (1)(c), the Council forms its opinion by resolution passed at a meeting of the Council if the resolution is passed at the meeting by at least a two-thirds majority of the members of the Council.

(3) Without limiting subsection (1)(c)(i), the Council may form its opinion mentioned in the subparagraph on the ground that the Vice-Chancellor has breached the Vice-Chancellor’s duties under the Public Governance, Performance and Accountability Act 2013, Part 2-2, Division 3, Subdivision A.

[Note: Subdivision A is about the general duties of officials. The duties include a duty to act honestly, in good faith and for a proper purpose, and a duty to disclose interests.]

64 Resignation of Vice-Chancellor

The Vice-Chancellor may resign by written notice to the Council given to the Chancellor.

65 Other terms and conditions of Vice-Chancellor’s appointment

(1) Subject to the ANU Act and this instrument, the Vice-Chancellor holds office on the terms and conditions decided by the Council.

(2) The terms and conditions may, but need not, be specified in the Vice-Chancellor’s instrument of appointment.

[Note: The ANU Act, section 29(5) provides that, subject to the Act and statutes, the Vice-Chancellor holds office on the terms and conditions specified in the vice-Chancellor’s instrument of appointment.]
66 Acting Vice-Chancellor

The Council may, in writing, appoint a person to act as Vice-Chancellor during any periods, or all periods, when:

(a) there is a vacancy in the office of Vice-Chancellor; or

(b) the Vice-Chancellor is:

(i) absent on leave of absence; or

(ii) unable, for any reason, to perform the duties of the office.

[Note: The Acts Interpretation Act has provisions applying to the acting (see s 33AB and s 33A(1)).]
Part 7—Delegations and subdelegations

General note for Part 7

The ANU Act gives the Council power to delegate its functions and powers under the Act (s 37(1)).

The functions and powers may be delegated to the persons and bodies mentioned in section 37(1), including any other person or body prescribed by statute.

However, certain functions and powers of the Council under the Act cannot be delegated (s 37(2)).

A statute, rule or order may authorise the subdelegation of delegated functions and powers of the Council under the Act.

The ANU Act authorises the Council to make provision by statute for or in relation the delegation and subdelegation of other functions and powers, including functions and powers prescribed statutes, rules and orders (see esp. s 38(2)(m)).

67 Delegation and subdelegation: Council’s functions and powers under ANU Act

(1) Under the ANU Act, section 37(1)(e), the following are prescribed:
   (a) a student of the University;
   (b) a person who holds an honorary, adjunct, visiting, seconded or emeritus position within the University.

   [Note 1: The Council’s functions and powers under the ANU Act may be delegated under section 37 of that Act to a person or body prescribed by statute under section 37(1)(e).]

   [Note 2: In exercising functions or powers under a delegation or subdelegation under section 37, the delegate must comply with any directions of the Council or the person or body who subdelegated the function or power (ANU Act, s 37(5)).]

(2) Under the ANU Act, section 37(3) and (4), a subdelegation or further subdelegation of a function or power of the Council under the ANU Act is authorised if the delegation states that the function or power is a function or power that may be subdelegated and any conditions, limitations or directions stated in the delegation for the subdelegation or further subdelegation of the function or power are complied with.

68 Delegation and subdelegation: Council’s functions under statutes etc.

(1) In this section:

   eligible entity means any of the following:
   (a) the Chancellor, Pro-Chancellor or Vice-Chancellor;
   (b) another Council member;
   (c) a member of staff of the University;
   (d) a body or other entity of the University;
   (e) a student of the University;
   (f) a person who holds an honorary, adjunct, visiting, seconded or emeritus position within the University;
   (g) a committee including any of the above.
(2) The Council may, in writing, delegate any or all of its functions under University legislation to an eligible entity.

[Note 1: The Council may also delegate functions and powers under the ANU Act (ANU Act, s 37)).]

[Note 2: Function includes authority, duty and power (see Legislation Statute, dictionary).]

(3) If, under subsection (2), the Council delegates a function to an eligible entity:
   (a) the eligible entity may, in writing, subdelegate the function to another eligible entity; and
   (b) the function may, in writing, be further subdelegated to a different eligible entity (or successively further subdelegated to different eligible entities);

if the delegation states that the function is a function that may be subdelegated and any conditions, limitations or directions stated in the delegation for the subdelegation or further subdelegation of the function are complied with.

(4) In exercising functions under a delegation or subdelegation, the delegate must comply with any directions of the Council and, for a subdelegation, the subdelegator of the function.

(5) The following sections of the Acts Interpretation Act apply, with all necessary changes, in relation to a subdelegation in a corresponding way to the way in which they apply in relation to a delegation:
   (a) section 34AA (Delegation to persons holding, occupying or performing the duties of an office or position);
   (b) section 34AB (Effect of delegation);
   (c) section 34A (Exercise of powers and performance of functions and duties that depend upon the opinion etc. of delegates).

69 Delegation and subdelegation: Vice-Chancellor’s functions

(1) In this section:

eligible entity means any of the following:

(a) the Chancellor or Pro-Chancellor;
(b) another Council member;
(c) a member of staff of the University;
(d) a body or other entity of the University;
(e) a student of the University;
(f) a person who holds an honorary, adjunct, visiting, seconded or emeritus position within the University;
(g) an entity prescribed by rule;
(h) a committee including any of the above.

(2) The Vice-Chancellor may, in writing, delegate any or all of the Vice-Chancellor’s functions under University legislation, and decisions (however described) of the Council, to an eligible entity.

[Note: Function includes authority, duty and power (see Legislation Statute, dictionary).]

(3) However, the Vice-Chancellor may not delegate a function if University legislation, or a decision of the Council, requires the Vice-Chancellor to exercise the function personally.
(4) If, under subsection (2), the Vice-Chancellor delegates a function to an eligible entity:
   (a) the eligible entity may, in writing, subdelegate the function to another eligible entity; and
   (b) the function may, in writing, be further subdelegated to a different eligible entity
       (or successively further subdelegated to different eligible entities);
   if the delegation states that the function is a function that may be subdelegated and any
   conditions, limitations or directions stated in the delegation for the subdelegation or
   further subdelegation of the function are complied with.

(5) In exercising functions under a delegation or subdelegation, the delegate must comply
    with any directions of the Vice-Chancellor and, for a subdelegation, the subdelegator of
    the function.

(6) The following sections of the Acts Interpretation Act apply, with all necessary changes,
    in relation to a subdelegation in a corresponding way to the way in which they apply in
    relation to a delegation:
    (a) section 34AA (Delegation to persons holding, occupying or performing the duties
        of an office or position);
    (b) section 34AB (Effect of delegation);
    (c) section 34A (Exercise of powers and performance of functions and duties that
        depend upon the opinion etc. of delegates).

70 Delegation and subdelegation: functions of other University officials

(1) In this section:

   eligible entity means any of the following:
   (a) the Chancellor, Pro-Chancellor or Vice-Chancellor;
   (b) another Council member;
   (c) a member of staff of the University;
   (d) a body or other entity of the University;
   (e) a student of the University;
   (f) a person who holds an honorary, adjunct, visiting, seconded or emeritus position
       within the University;
   (g) an entity prescribed by rule;
   (h) a committee including any of the above.

   University official means any of the following:
   (a) the Provost;
   (b) a Deputy Vice-Chancellor;
   (c) a Pro Vice-Chancellor;
   (d) the Chief Operating Officer;
   (e) a College Dean;
   (f) an Associate Dean;
   (g) a Registrar;
   (h) the University Librarian;
   (i) another member of staff of the University;
   (j) an entity prescribed by rule.
(2) A University official may, in writing, delegate any or all of the official’s functions under University legislation, and decisions (however described) of the Council or Vice-Chancellor, to an eligible entity.

[Note: Function includes authority, duty and power (see Legislation Statute, dictionary).]

(3) However, the University official may not delegate a function if University legislation, or a decision of the Council or Vice-Chancellor, requires the official to exercise the function personally.

(4) If, under subsection (2), a University official delegates a function to an eligible entity:
   (a) the eligible entity may, in writing, subdelegate the function to another eligible entity; and
   (b) the function may, in writing, be further subdelegated to a different eligible entity (or successively further subdelegated to different eligible entities); if the delegation states that the function is a function that may be subdelegated and any conditions, limitations or directions stated in the delegation for the subdelegation or further subdelegation of the function are complied with.

(5) In exercising functions under a delegation or subdelegation, the delegate must comply with any directions of the Vice-Chancellor and the delegate and, for a subdelegation, the subdelegator of the function.

(6) A University official, delegate or subdelegate must comply with any other directions of the Vice-Chancellor with respect to the delegation and subdelegation of functions under this section, including, for example, directions about:
   (a) the functions that may or may not be delegated or subdelegated; and
   (b) the functions that must be exercised personally by a University official or eligible entity; and
   (c) the circumstances in which a function may or may not be delegated or subdelegated; and
   (d) the eligible entities to which a function may or may not be delegated or subdelegated; and
   (e) any other conditions or limitations to which the exercise of the power to delegate or subdelegate is subject.

(7) The following sections of the Acts Interpretation Act apply, with all necessary changes, in relation to a subdelegation in a corresponding way to the way in which they apply in relation to a delegation:
   (a) section 34AA (Delegation to persons holding, occupying or performing the duties of an office or position);
   (b) section 34AB (Effect of delegation);
   (c) section 34A (Exercise of powers and performance of functions and duties that depend upon the opinion etc. of delegates).
Part 8—Rules, orders and other legislative instruments

71 General power to make rules

(1) The Vice-Chancellor may, by legislative instrument, make rules prescribing matters:
   (a) about which a statute may be made; or
   (b) necessary or convenient to be prescribed for carrying out or giving effect to the
       rules.

(2) However, subsection (1)(a) does not apply to a matter referred to in the ANU Act,
    section 38(4).

[Note: Section 38(4) authorises the making of statutes prohibiting or regulating traffic, or the parking,
    stopping or leaving of vehicles, on land occupied by the University in the ACT.]

(3) Also, the Vice-Chancellor must not make rules prescribing matters about the exercise by
    the Council of a function or power that the Council must not delegate.

[Note: The ANU Act, section 37(2) specifies the functions and powers that the Council must not
    delegate.]

(4) To remove any doubt, the power to make rules under this section is not limited to the
    making of rules for the purposes of this instrument, and rules may be made under this
    section for other purposes (including, for example, for the purposes of any other statute
    or for purposes that are not related to a statute).

72 Specific powers to make rules

(1) A rule may prescribe the persons who are (or are not) to be regarded, for all or stated
    purposes, as:
    (a) a dean or research school head; or
    (b) a member of the academic staff; or
    (c) a person holding a honorary, adjunct, visiting, seconded or emeritus position in the
        University; or
    (d) a member of the professional staff; or
    (e) a student of the University; or
    (f) a postgraduate student; or
    (g) an undergraduate student.

(2) A rule may make provision with respect to:
    (a) the method of any election provided for under University legislation; and
    (b) the determination of questions raised in relation to the conduct or result of such an
        election.

(3) A rule may provide for any election provided for under University legislation to be
    conducted, in whole or part, by electronic means, including by the use of computers or
    the internet.

(4) This section is additional to, and does not limit, section 71* (General power to make
    rules).
73 Tabling of rules, orders etc.

(1) This section applies to a rule, an order, or any other legislative instrument made under University legislation, other than:

(a) an instrument made by the Council; or

(b) an order that is not a legislative instrument.

[Note: An order is a legislative instrument unless it is prescribed by a regulation made for the purposes of the Legislation Act, section 8(6)(b) (ANU Act, s 38(8)).]

(2) The Vice-Chancellor must arrange for a copy of the instrument to be tabled at the next meeting of the Council after the making of the instrument or, if it is not practicable to table the instrument at that meeting, at the next following meeting of the Council at which it is practicable to table the instrument.

(3) Failure to comply with subsection (2) does not affect the validity of the instrument.
**Part 9—Miscellaneous**

74 **Validity of certain acts etc.**

A contravention of an instrument, made under, or provided for by, the ANU Act, by any of the following persons or bodies does not affect the validity of any act, transaction, contract, agreement, instrument, resolution or other thing:

(a) the Chancellor, the Pro-Chancellor or the Vice-Chancellor;
(b) the Council;
(c) the Nominations Committee;
(d) any other body of the University;
(e) any other officer under the ANU Act, a statute, a rule or an order;
(f) any other member of staff of the University.

75 **Execution of contracts**

(1) Any contract that, if made between private persons, would be required by law to be in writing under seal may be made on behalf of the University in writing under the University’s seal.

(2) Any contract to which subsection (1) does not apply may be made on behalf of the University by anyone acting with the authority of the Council, express or implied, and, if such a contract is made in writing, it may be executed on behalf of the University by that person.

76 **University seal**

(1) The seal of the University must be kept in the custody of the Vice-Chancellor or a person nominated by the Vice-Chancellor.

(2) A certificate or similar document issued to a person as evidence that a degree or other award has been conferred on the person by the University (an award certificate) must be sealed.

(3) The seal may otherwise be used only as required or authorised by the Council.

(4) However, if, in opinion of the Chancellor or Vice-Chancellor (the relevant University officer), it is necessary for a document be sealed but the sealing of the document is not required or authorised under subsection (2) or (3), the relevant University officer may direct that the document be sealed and may give any necessary directions about how the document is to be sealed and the sealing witnessed.

(5) If a document is sealed under subsection (4), the relevant University officer must report the matter to the Council at the first practicable opportunity.

(6) The sealing of an award certificate must witnessed by the Chancellor and Vice-Chancellor.

(7) The Council may require the sealing of any other document to be witnessed (or witnessed in a particular way).

(8) Despite subsection (6), if a printed facsimile signature of the Chancellor or Vice-Chancellor appears on an award certificate, the Chancellor or Vice-Chancellor need not personally sign the award certificate to witness the sealing of the award certificate.
Part 10—Transitional

77 Transitional: existing terms and conditions of appointment for certain offices

(1) This section applies to the person who held office (the relevant office) as the Chancellor, Pro-Chancellor or Vice-Chancellor immediately before the day this section commences (the commencement day).

(2) The Council is taken to have decided, on the commencement day, that the person is to hold the relevant office under the ANU Act on the terms and conditions of appointment on which the person held the relevant office under the Australian National University Act 1991 immediately before the commencement day.

(3) To remove any doubt, this section does not prevent the amendment of those terms and conditions after the commencement day.
Policy: University legislation

Purpose

The purpose of this policy is to provide governing principles for the use, content and management of University legislation.

Overview

The University is an independent, self-governing institution of higher learning, authorised under the ANU Act to make legislation covering a wide range of matters. The University’s legislation provides the legal underpinning for the University’s legal powers, functions and operations. This policy provides the University with a high quality statute book, which enables:

- individual items of legislation to give effect to current University strategy, values and policies; and
- compliance,

and would be fewer in number than has historically been the case, more accessible to the ANU community, and more efficient to administer.

Scope

This policy applies to all ANU staff and students across the University. It is limited in application to statutes, rules, orders and other legislation made (or proposed to be made) under the ANU Act (or other Commonwealth legislation) by the University.

This policy guides the decisions of the Council in making legislation, but does not bind the Council.

Definitions

ANU Act means the Australian National University Act 1991.

Council means the Council of the University.

legislation means statutes, rules and orders made (or proposed to be made) under the ANU Act, and includes any other legislative instruments, and any notifiable instruments, made (or proposed to be made) under those statutes, rules or orders or by the University under other Commonwealth legislation.
Legislation Act means the *Legislation Act 2003* (Cwlth).

statute book, of the University, means the University’s legislation taken as a whole.

**Policy statement**

**General**

1. Legislation is only made if it is authorised to be made under the ANU Act (or other Commonwealth legislation e.g. the Legislation Act).

2. Legislation is not made if it is inconsistent with the ANU Act or other Commonwealth legislation.

3. Legislation is developed and drafted to promote the achievement of the University’s strategic plan, and align with its values and policies.

4. Legislation is only made to give effect to the ANU Act or other Commonwealth legislation, and in particular for the following purposes:
   - to provide an efficient, effective, economical and ethical legal framework for the exercise of responsibilities by the Council and the Vice-Chancellor, the operations of the Council, and associated governance and regulatory matters;
   - to create, or affect, necessary legal rights or privileges, to impose necessary legally enforceable obligations, and to provide for the enforcement of those rights, privileges or obligations;
   - to protect rights and freedoms as they relate to the activities of the University or to participation in the life of the University;
   - to govern and regulate the academic programs and awards of the University;
   - to support the legal operation of other items of legislation; or
   - to amend or repeal existing legislation.

5. Legislation is not made for the following purposes:
   - to establish, continue in existence or regulate bodies or offices of the University, other than bodies or offices directly associated with the operations of the Council;
   - to deal with matters of internal University organisation, other than matters connected with the operations of the Council;
   - to deal with matters of University policy or procedure, unless the policy or procedure needs to be dealt with in legislation for legal reasons (e.g. ensure procedural fairness in decision-making);
• to deal with internal administrative arrangements, including arrangements between University bodies and offices (e.g. provisions requiring consultation between officers);
• to deal with any other matter that can otherwise be dealt with administratively (e.g. through a delegation or directions to a delegate); or
• to give a matter ‘visibility’ or ‘prominence’ that it may not otherwise have.

6. Proposed legislation that does not comply with the above requirements is not developed, drafted or made without the Vice-Chancellor’s prior approval.

Legislative standards

7. The University strives to ensure that its statute book is of a high quality and standard expected of one of the world’s great universities. The hallmarks of a high quality statute book include the following:

• the statute book, as a whole, is up-to-date, promotes the University’s strategic plan, and reflects its values and policies;
• the statute book is consistently and logically structured, and forms a cohesive whole. As a result, linkages are evident between individual items of legislation and users can readily locate and access the legislation they need;
• the statute book reflects contemporary good drafting practice, including the use of gender neutral language and a consistent approach to matters such as numbering, formatting, style and expression; and
• the statute book is at all times as simple, succinct and accessible as possible.

8. The University avoids unnecessary fragmentation of its legislation. If a topic is dealt with across a number of items of legislation, it can be difficult for a legislation user to see the linkages between the different items of legislation and to form an overview or locate where specific matters of interest are contained.

What should be dealt with by statute, rule or order

9. The following broad approach is taken in deciding whether a matter to be dealt with in legislation should be dealt with by the Council by statute or by the Vice-Chancellor by rule (or order):

• for a matter that falls within the functions, duties and powers that the Council cannot delegate or that relates to the Council, the Chancellor, Pro-Chancellor or Vice-Chancellor, the Nominations Committee or a Council Committee— the matter should be dealt with by statute, but a statute may authorise the Vice-Chancellor to deal with matters of detail by rule (subject to any policy that the Council wishes to set, or any direction the Council wishes to give, by statute or otherwise);
• for any other matter—the matter should be dealt with by rule (or order), similarly subject to any policy that the Council wishes to set, or any direction the Council wishes to give, by statute or otherwise, as the University’s governing authority.

10. Orders are only used where the resulting fragmentation between the authorising rule and the orders is justified, because, for example, the order deals with self-contained matters that apply only to a particular part of the University or are subject to more frequent change than other matters dealt with in the authorising rule.
Procedure: University legislation

Purpose

The purpose of this procedure is to provide a framework for the use, content and management of University legislation.

Definitions

**ANU Act** means the *Australian National University Act 1991*.

**Council** means the Council of the University.

**Corporate Governance and Risk Office** means the Director of that office, or a staff member of that office nominated by the Director to manage matters concerning legislation.

**General Counsel** means the General Counsel to the University.

**legislation** means statutes, rules and orders made (or proposed to be made) under the ANU Act, and includes any other legislative instruments, and any notifiable instruments, made (or proposed to be made) under those statutes, rules or orders or by the University under other Commonwealth legislation.

**Legislation Act** means the *Legislation Act 2003* (Cwlth).

**making** legislation means the signing or other endorsement of the legislation by the entity authorised to make it.

**minor amendment**, of legislation, is an amendment that:

- makes a textual or presentational change of a formal, drafting or minor technical nature; or
- corrects or updates a reference to a law or instrument, a provision of a law or instrument, a position, an entity or anything else; or
- omits a redundant or obsolete provision or a provision that is not needed for legal or policy reasons; or
- is consequential on any other amendment made (or proposed to be made) to the legislation or other legislation; or
- makes any other change that does not alter, or significantly alter, the policy intended to be given effect by the legislation.
PGPA Act means the *Public Governance, Performance and Accountability Act 2013* (Cwlth).

**Responsible Executive**, for an item of legislation, means the member of the University Senior Executive whose portfolio responsibility covers the topic of the legislation. If there is uncertainty about who has portfolio responsibility, the relevant members of the University Executive will resolve responsibility arrangements between themselves.

**Statute book**, of the University, means the University’s legislation taken as a whole.

### Procedure

#### Power to make legislation

1. Only the Council is authorised to make statutes.
2. Statutes authorise the making of rules and rules authorise the making of orders.
3. Only the Vice-Chancellor is authorised to make rules and orders.
4. However, for particular legislation where the Vice-Chancellor agrees that it is appropriate, orders and, in exceptional cases, rules may be authorised to be made by other senior officers of the University (usually this authorisation would be given through a delegation from the Vice-Chancellor).

#### Responsible Executive

5. Each item of existing and new legislation is assigned a Responsible Executive, based on their portfolio responsibility, who is responsible for the overall development, implementation, review and amendment of that item of legislation.
6. The Chancellor is the Responsible Executive for any statute that deals with functions, duties or powers that the Council cannot delegate or that relates to the Council, the Chancellor, Pro-Chancellor or Vice-Chancellor, the Nominations Committee or a Council Committee. The Corporate Governance and Risk Office supports the Chancellor in exercising this function.

#### Deciding whether legislation is needed?

7. Before legislation is proposed to deal with a matter, careful consideration is given as to whether:
   - legislation is actually needed (having regard to the requirements of the University Legislation Policy); or
   - the matter should be dealt with administratively or in another way (e.g. by Council resolution, a policy or procedure, or a delegation or direction to a delegate).
8. If the proposal involves the replacement of existing legislation in an amended form, careful consideration is also given to whether:

- the inclusion of existing provisions in the replacement legislation is justified (having regard to University Legislation Policy); and
- the existing provisions need revision to reflect current University strategy, values or policies, ensure consistency with other University legislation or reflect contemporary good drafting practice.

9. Proposed legislation that does not comply with the University Legislation Policy is not developed, drafted or made without the Vice-Chancellor’s prior approval (see paragraphs 15 to 17 for the procedure for seeking an approval).

Prior approval for legislation

Preparation of a proposal for legislation

10. Before proposed legislation is drafted to deal with a matter, a short (2 pages maximum) written legislative proposal is prepared and submitted to the Responsible Executive for approval. The legislative proposal includes the following:

- the background to the proposal;
- a description of the proposal, including the policy objective(s) and an outline of the legislative measures proposed (but not details of how the policy objective(s) is to be given legislative effect or a draft of the proposed legislation);
- justification for the proposal, consistent with the University Legislation Policy, and including an outline and analysis of any alternative ways of achieving the policy objective(s);
- an explanation of how the proposal accords (or is not inconsistent) with the University’s strategic plan and values;
- any relevant legislative or other mandatory requirements;
- any timing considerations, including deadlines for making;
- a brief outline of the nature of any consequential or other minor amendments that have been identified;
- the consultations undertaken, or planned to be undertaken, about the proposal, including the stakeholders that have been, and are planned to be, consulted;
- the outcome of any consultations that have already been undertaken;
- any comments of the Corporate Governance and Risk Office and the General Counsel on the proposal;
• any other matters of relevance.

11. Before the legislative proposal is submitted to the Responsible Executive, the proponent consults the Corporate Governance and Risk Office on the proposal. If the proposal involves matters of expert legal knowledge or is likely to have significant legal implications for the University, the proponent also consults the General Counsel on the proposal.

12. Preliminary drafting instructions are prepared and circulated to relevant stakeholders when the legislative proposal is being prepared for submission to the Responsible Executive. This ensures that the precise nature of the legislative proposal is understood when it is put to the Responsible Executive for approval and that all major issues are raised with, and considered by, the Responsible Executive. The drafting instructions are not attached to the submission, nor is the Responsible Executive asked to approve them.

Approval of a proposal for legislation

13. The Responsible Executive decides whether the legislative proposal is approved and gives any necessary directions for the further development or progress of the proposal.

14. Minor amendments identified during the drafting process do not need the prior approval of the Responsible Executive for their drafting and are approved when the Responsible Executive approves the final draft of the proposed legislation.

Proposed legislation that does not comply with the Policy

15. If proposed legislation does not comply with the University Legislation Policy, the Vice-Chancellor’s approval is sought through a written request of the Responsible Executive. The request justifies why the proposed legislation is in the best interests of the University, even though it does not comply with the policy.

16. Before the request is submitted to the Vice-Chancellor, the proponent consults the Corporate Governance and Risk Office on the proposal. If the proposal requires input of expert legal knowledge or is likely to have significant legal implications for the University, the proponent consults the General Counsel on the proposal. If the Corporate Governance and Risk Office considers it appropriate, it may also refer the proposal to the General Counsel for advice, or opinion.

17. The written request to the Vice-Chancellor includes any comments of the Corporate Governance and Risk Office and the General Counsel on the proposed legislation.
Requests for legislation to be drafted

18. Requests for legislation to be drafted are submitted to the Corporate Governance and Risk Office. The Office allocates the work to a legislative drafter, subject to availability. A copy of the request is also sent to the General Counsel by the Corporate Governance and Risk Office.

Legislative drafters

19. All legislation is drafted by a person professionally qualified to undertake legislative drafting (this includes appropriate staff of the University Legal Office or other professional persons engaged for this purpose through the University Legal Office).

Drafting

Drafting instructions

20. Written drafting instructions provide the starting point for the drafting process. However, clarification of the instructions, further instructions, and comments on draft provisions are typically provided by email, by telephone or in meetings.

21. Drafting instructions for a legislative proposal include the following:

- an explanation of the background to the proposal;
- a description of the proposal, including an explanation of the policy objective(s), how the policy objective(s) is proposed to be achieved and why the policy objective(s) is proposed to be achieved in that way;
- information about all relevant matters of detail intended to be covered by the legislation, including details of existing provisions affected by the proposal;
- any consequential or other minor amendments that have been identified;
- any timing considerations, including deadlines for making;
- the name and contact details of the person who is to be the instructing officer for the proposal;
- any other matters of relevance.

22. The drafting instructions are written in plain English and draw heavily from the proposal for legislation for their content. They may, but need not, include a first draft of the proposed legislation. The allocated legislative drafter can advise on matters such as the legislative consequences of particular policy approaches and the details needed for particular drafting instructions.
**Subsequent processes**

23. After discussions with the instructing officer (nominated in the drafting instructions), the legislative drafter prepares a draft of the proposed legislation for the instructing officer’s consideration. The draft often includes queries and comments. The draft is successively revised in the light of the instructing officer’s further instructions until the instructing officer and legislative drafter are satisfied that the draft is ready for making.

**Naming of legislation**

24. The name given to legislation must:

- provide a convenient way of referring to the legislation (i.e. not be too long, cumbersome or unwieldy); and

- be unique (so that the legislation can be identified with complete certainty from its name alone).

25. Statutes are named using the following style: *Australian National University (<Subject Matter>) Statute <Year of Making and, if necessary, Number for year>*. For example, *Australian National University (Governance) Statute 2017*.

26. Rules and orders are generally using the following style: *<Subject Matter> Rule <Year of Making and, if necessary, Number for year>* or *<Subject Matter> Order <Year of Making and, if necessary, Number for Year>*, as appropriate. For example, *Coursework Awards Rule 2016 (No. 2)*.

27. The Corporate Governance and Risk Office approves any departure from this approach to naming.

**Amending legislation**

28. Legislation that is to be amended is re-made as a new item of legislation, rather than by being amended through the use of amending legislation.

29. The Corporate Governance and Risk Office approves any departure from this approach to amending legislation.

**PGPA Act requirement**

30. The PGPA Act, section 18 applies to the development of legislation imposing requirements in relation to the use or management of University resources. This section requires the Council, as the University’s accountable authority, to take the following into account, when imposing requirements on others in relation to the use or management of public resources for which the Council is responsible:

- the risks associated with that use or management;

- the effects of imposing those requirements.


Legislation Act

31. The Legislation Act contains provisions about providing public access to Acts and instruments, and the making, parliamentary scrutiny and sunsetting of legislative instruments. Statutes and rules are legislative instruments and orders are legislative instruments unless exempt by regulation made under the Legislation Act.

32. Statutes, rules, and orders that are legislative instruments, must be registered under the Legislation Act and are accessible on the Federal Register of Legislation (www.legislation.gov.au). They are, however, exempt from disallowance by the Parliament and are not subject to sunsetting under the Legislation Act.

Consultation

33. All relevant stakeholders are consulted during the development of proposed legislation. For further guidance on appropriate consultation practices, please see the Policy Document Consultation Guidelines.

34. The proposed legislation is thoroughly tested in the development stage through consultation to ensure that it can be easily implemented, and likely operational problems are identified and resolved before the drafting is finalised.

35. All proposed legislation that deals with academic or student matters is to be submitted to the Academic Board, through the University Education Committee or University Research Committee, as appropriate, for comment and endorsement. It should be submitted once it reaches a state of drafting that the instructing officer is satisfied with. If the making of legislation is urgent, the legislation is made and the Academic Board is informed of its making (and a copy of the legislation tabled) at the next practical meeting of the Academic Board. The Responsible Executive is responsible for ensuring the Academic Board and relevant Committees are informed of legislation, before or after its making, as appropriate.

Approval of final draft

36. A final draft is sent to the General Counsel for endorsement prior to it being submitted to the Responsible Executive.

37. The Responsible Executive approves the final draft of proposed legislation before it is submitted to the Corporate Governance and Risk Office for making.

Making and registration

38. The Corporate Governance and Risk Office:

- arranges for the making of all legislation, including by the Council and the Vice-Chancellor;
• registers all legislation on the Federal Register of Legislation through the Office of Parliamentary Counsel.

39. The Corporate Governance and Risk Office advises the Responsible Executive, the instructing officer and other relevant University staff of the making and registration of legislation.

40. The Corporate Governance and Risk Office updates the University’s legislation webpage to reflect new legislation.

41. The Corporate Governance and Risk Office ensures the Council is informed of the making of legislation by another University authority (and a copy of the legislation tabled) at the next meeting of the Council after the making of the instrument or, if it is not practicable to table the instrument at that meeting, at the next following meeting of the Council at which it is practicable to table the instrument.

Stakeholders to be informed

42. The relevant Responsible Executive is responsible for ensuring that stakeholders are informed of the making of legislation.

Record keeping

43. Record keeping for legislation is the responsibility of the Corporate Governance and Risk Office.

44. Official records of legislation are kept in the Electronic Records Management System (ERMS), with the original signed copy held in a storage envelope with University Records.

45. All official files for legislation are named using the following naming convention: Governance - Legislation - <Name of legislation> (e.g. Governance - Legislation – Appeals Rule 2015).

Reviews

46. Legislation is reviewed regularly to ensure that it remains up-to-date and of a high quality. Each item of legislation is reviewed at least every 3 years and the statute book, as a whole, is reviewed every 5 years.

47. A Responsible Executive is responsible for reviews of each item of legislation falling within the Responsible Executive’s portfolio.

48. The Corporate Governance and Risk Office and the General Counsel are jointly responsible for reviews of the statute book.
THE AUSTRALIAN NATIONAL UNIVERSITY

Australian National University (ANU College Governance) Statute 2017

Council of the University makes the following statute.

Dated 21 July 2017

Professor the Hon Gareth Evans AC QC FASSA FAIIA
Chancellor
## Contents

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Name</td>
</tr>
<tr>
<td>2</td>
<td>Commencement</td>
</tr>
<tr>
<td>3</td>
<td>Authority</td>
</tr>
<tr>
<td>4</td>
<td>Rules</td>
</tr>
<tr>
<td>5</td>
<td>Orders</td>
</tr>
<tr>
<td>6</td>
<td>Repeal etc</td>
</tr>
</tbody>
</table>
1 Name

This is the *Australian National University (ANU College Governance) Statute 2017*.

2 Commencement

This instrument commences on 18 August 2017.

3 Authority

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

4 Rules

(1) The Vice-Chancellor may make rules:
   (a) regulating, or providing for the regulation of, matters relating to the governance of ANU Colleges; or
   (b) for carrying out or giving effect to this instrument.

(2) Without limiting subsection (1), a rule may make provision with respect to:
   (a) the appointment of a Dean of an ANU College; or;
   (b) the delegation of the functions, powers or duties of a Dean of an ANU College.

5 Orders

The Vice-Chancellor may make orders:
   (a) regulating, or providing for the regulation of, matters mentioned in this instrument, including matters required or permitted by a rule to be prescribed by order; or
   (b) for carrying out or giving effect to this instrument.

6 Repeal etc.

(1) The *ANU College Governance Statute 2013* (the *repealed instrument*) is repealed.

(2) Rules in force under the repealed instrument immediately before the commencement of this section continue in force (and may be dealt with) as if they were rules authorised by this instrument.
THE AUSTRALIAN NATIONAL UNIVERSITY

Australian National University (Interpretation) Statute 2017

Council of the University makes the following statute.

Dated 21 July 2017

Professor the Hon Gareth Evans AC QC FASSA FAIIA
Chancellor
Contents

1 Name ........................................................................................................................ 1
2 Commencement ....................................................................................................... 1
3 Authority .................................................................................................................. 1
4 Application of Acts Interpretation Act ..................................................................... 1
5 Rules and orders ....................................................................................................... 1
6 Interpretation ............................................................................................................ 1
7 Notes ........................................................................................................................ 2
8 References to authorities, officers or offices ............................................................ 2
9 Amendment of statutes ............................................................................................. 2
10 Citation of statutes .................................................................................................. 2
11 Giving notice ............................................................................................................ 2
12 Repeal ...................................................................................................................... 2
1 Name

This is the Australian National University (Interpretation) Statute 2017.

2 Commencement

This instrument commences on 18 August 2017.

3 Authority

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

4 Application of Acts Interpretation Act

Nothing in this instrument prejudices the application to the statutes of the Acts Interpretation Act 1901.

5 Rules and orders

(1) If a statute provides for empowering an authority or officer of the University to make rules or orders, then, unless the contrary intention appears, expressions used in any such rule or order have the same meaning as in the Act or in the statute.

(2) This instrument applies to rules and orders made under statutes in like manner as it applies to statutes.

(3) The Acts Interpretation Act 1901 applies to rules and orders made under statutes as if they were statutes.

6 Interpretation

In a statute, unless the contrary intention appears:

ANU College means any of the following colleges of the University:
(a) the ANU College of Arts and Social Sciences;
(b) the ANU College of Asia and the Pacific;
(c) the ANU College of Business and Economics;
(d) the ANU College of Engineering and Computer Science;
(e) the ANU College of Health and Medicine;
(f) the ANU College of Law;
(g) the ANU College of Science.

College Dean, of an ANU College, means the person who is appointed as College Dean of the college.

examination includes any form of assessment within the meaning of the Assessment Rule.

orders means orders made under statutes or rules.

rules means rules made under statutes.

the Act means the Australian National University Act 1991.
University House includes the buildings, courtyards and outhouses of University House and the area surrounding University House bounded by Balmain Crescent, Liversidge Street, Garran Road and the eastern boundary of the Acton Ridge Axis.

7 Notes

In a statute, a note contained within square brackets is for information only and is not to be regarded as part of the statute.

8 References to authorities, officers or offices

Unless the contrary intention appears, in a statute, in relation to a matter, a reference to an authority, officer or office is to be construed as a reference:

(a) to that authority, officer or office in and of the University; and
(b) if there is more than one such authority, officer or office—to whichever of those authorities, officers or offices that has portfolio responsibility for the matter.

9 Amendment of statutes

(1) This section applies if:

(a) a statute (the later statute) repeals another statute (the former statute); and

(b) the later statute has similar content and title to the former statute.

(2) Unless the contrary intention appears, the former statute is to be regarded for all purposes as being amended by the later statute as if the later statute were an amending statute.

10 Citation of statutes

In a statute, rule, order or other document of the University, a statute, rule or order may be cited by its title (whether with or without the year of its making) or by its number, and a reference to a statute, rule or order by its number or title is to be construed as a reference to that instrument as amended from time to time.

11 Giving notice

Unless the contrary intention appears, a notice required or permitted to be given to a person under a statute is to be taken to have been given to the person if it was sent:

(a) by pre-paid post to the person at the address last notified to the relevant Registrar as the person’s mailing or postal address for the relevant semester or session; or

(b) to the person at the e-mail address allocated to the person by the University; or

(c) to the person at a secure website that the person is required by the University to access.

12 Repeal

The Interpretation Statute (No. 2) 2013 is repealed.
The Australian National University Students’ Association Incorporated

CONSTITUTION AND REGULATIONS

Passed by the Annual General Meeting of the Association on 10 May 2011
Ratified by the University Council on 15 February 2013
Submitted to the ACT Office of Regulatory Services on 21 February 2013

Last Updated:
Last updated at the ANUSA Ordinary General Meeting on 29th March 2017 21 October 2016
# TABLE OF CONTENTS

1. NAME ........................................................................................................................................... 4  
2. DEFINITIONS ................................................................................................................................. 4  
3. INTERPRETATION ............................................................................................................................ 5  
4. OBJECTS ....................................................................................................................................... 5  
5. MEMBERSHIP ................................................................................................................................. 5  
6. FEE, SUBSCRIPTIONS, ETC. .......................................................................................................... 5  
7. DISCIPLINING MEMBERS .............................................................................................................. 5  
8. AFFILIATION TO A NATIONAL ORGANISATION ............................................................................. 5  
9. REPRESENTATIVES .......................................................................................................................... 5  
   The Executive .................................................................................................................................. 5  
   Departments of the Association ........................................................................................................ 6  
   College Representatives .................................................................................................................... 6  
   General Representatives ................................................................................................................... 6  
   Electing Representatives .................................................................................................................. 6  
   Vacancies ...................................................................................................................................... 6  
   Removal from Office ....................................................................................................................... 6  
10. THE EXECUTIVE ............................................................................................................................ 7  
   President ...................................................................................................................................... 7  
   Vice President ................................................................................................................................. 8  
   General Secretary ............................................................................................................................ 8  
   Social Officer ................................................................................................................................. 8  
   Treasurer ..................................................................................................................................... 8  
   Education Officer ............................................................................................................................ 8  
11. DEPARTMENTS OF THE ASSOCIATION ....................................................................................... 9  
12. UNIVERSITY COUNCIL MEMBER ............................................................................................... 9  
13. GENERAL MEETINGS ................................................................................................................... 9  
   Entrenchment of Motions .................................................................................................................. 10  
   Annual General Meetings ............................................................................................................... 11  
   Special General Meetings ........................................................................................................... 11  
14. STUDENT REPRESENTATIVE COUNCIL ...................................................................................... 11  
15. COLLEGE REPRESENTATIVE COUNCIL ..................................................................................... 13  
16. MEETING ATTENDANCE ............................................................................................................... 14  
17. STUDENT CLUBS COUNCIL ......................................................................................................... 15  
   Membership .................................................................................................................................. 15  
   Council Executive .......................................................................................................................... 15  
   Council Executive Elections .......................................................................................................... 15  
18. ORIENTATION WEEK AND BUSH WEEK DIRECTORS ............................................................... 15  
19. EDUCATION COMMITTEE ........................................................................................................... 16  
20. DISPUTES COMMITTEE .................................................................................................................. 16  
21. FINANCIAL REVIEW COMMITTEE ............................................................................................... 17  
22. FINANCE ..................................................................................................................................... 18  
   Budget ......................................................................................................................................... 18
1. NAME

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

2. DEFINITIONS

(1) In this Constitution, the Regulations and any Policy, unless the contrary intention appears:

- **Academic Week** means any week of the calendar year that includes at least one (1) Teaching Day that falls during a Teaching Period of the Colleges.
- **Academic Year** means the period between the first day of the first Teaching Period of the Colleges and the last day of the last Teaching Period of the Colleges in a calendar year.
- **Act** means the Associations Incorporation Act 1991 (ACT).
- **ANU** means The Australian National University.
- **ANUSA or the Association** means The Australian National University Students' Association Incorporated.
- **Club** means a student group that is affiliated to the Association in accordance with the Constitution and the Clubs Regulations.
- **College** means an ANU College established by the University Council, which, at the date of the making of this Constitution, includes:
  - (a) The ANU College of Arts and Social Sciences;
  - (b) The ANU College of Asia and the Pacific;
  - (c) The ANU College of Business and Economics;
  - (d) The ANU College of Engineering and Computer Science;
  - (e) The ANU College of Law;
  - (f) The ANU College of Physical and Mathematical Sciences; and
  - (g) The ANU College of Medicine, Biology and Environment.
- **CRC** means the College Representative Council established pursuant to section 15 ("College Representative Council").
- **Disability** has the meaning given by ANU Access & Inclusion.
- **Financial Year** means the 12-month period beginning 1 December each year and ending 30 November in the following calendar year.
- **Indigenous Student** has the meaning given by the Tjabal Indigenous Higher Education Centre.
- **International Student** means an Undergraduate Student deemed to be an international student by the ANU Division of Student Administration.
- **Officer of the Association** means a Representative of the Association, and any other member elected to a position under this Constitution, the Regulations or Policy, or any member stated to be an Officer of the Association in the Constitution, Regulations or Policy, but does not include the University Council Member.
- **Office Manager** means the staff member responsible for overseeing the day-to-day management of the Association.
- **Regulations** means Regulations made under this Constitution.
- **Representative of the Association** or **Representative** means a person elected to a position set out in Schedule 1 to the Constitution.
- **Special Resolution** means a resolution made under section 39 of the Act, and includes a motion to amend this Constitution in accordance with section 29 ("Alteration of the Constitution").
- **SRC** means the Student Representative Council of the Association established pursuant to section 14 ("Student Representative Council").
- **Teaching Day** means any weekday that falls during a Teaching Period of the Colleges, excluding public holidays.
- **Teaching Period** means each of the four academic terms as set by the University.
- **Undergraduate Student** means a student enrolled in a unit or program of study for a Bachelor's degree or any other undergraduate award of the Australian National University, other than the Bachelor of Medicine.
- **Union** means the Australian National University Union.
University means The Australian National University.

University Council Member means the person elected in accordance with the University’s enabling Act and this Constitution to be the undergraduate student member of the University Council.

3. INTERPRETATION

(1) Whoever presides at a meeting of the Association may interpret this Constitution and the Regulations made under it for the purposes of the meeting, and the General Secretary may interpret them at any other time.

(2) A motion of dissent from an interpretation of this Constitution or the Regulations moved at a meeting of the Association may only be carried in accordance with the relevant Standing Orders.

(3) A motion of dissent from an interpretation of this Constitution or the Regulations moved at any other time may only be carried by five-sixths majority of the Executive.

4. OBJECTS

(1) The objects of the Association are:
   (a) to promote the welfare of, and further the interests of, Undergraduate Students;
   (b) to work for quality and equity in higher education;
   (c) to afford a recognised means of representation for Undergraduate Students within the University and the wider community; and
   (d) to foster community, equity and diversity within the University.

5. MEMBERSHIP

(1) The Association has one class of membership, being ordinary membership.

(2) An ordinary member of the Association is any person who:
   (a) is an Undergraduate Student; or
   (b) is a student enrolled in an ANU Pathway Program (including ANU College and ANU Preparatory Program),
   and who has not written to the General Secretary of the Association specifically stating that they do not wish to be a member of the Association.

6. FEE, SUBSCRIPTIONS, ETC.

(1) There is no fee for membership of the Association.

7. DISCIPLINING MEMBERS

(1) There are no provisions in this Constitution for the disciplining of ordinary members, other than those which relate to the disciplining of Officers of the Association.

(2) Notwithstanding section7(1), an ordinary member may have their membership revoked either:
   (a) in accordance with the Election Regulations; or
   (b) by a resolution of the Disputes Committee,
   provided due process is followed pursuant to section 50 of the Act.

(3) For the purposes of section7(2)(b), only the SRC or the Executive of the Association may refer an ordinary member to the Disputes Committee for removal in accordance with that section.

8. AFFILIATION TO A NATIONAL ORGANISATION

(1) For the Association to affiliate to a national organisation, or for the Association to disaffiliate from such an organisation, a proposition calling for the Association to take such action must be carried at a Referendum (as those terms are defined in the Election Regulations).

9. REPRESENTATIVES

The Executive

(1) The Association has an Executive consisting of:
   (a) the President of the Association;
   (b) the Vice President of the Association;
   (c) the Treasurer of the Association;
   (d) the General Secretary of the Association;
   (e) the Social Officer of the Association; and
(f) the Education Officer of the Association.

(2) The Executive is to function in accordance with section 10 ("The Executive").

Departments of the Association

(3) There are to be the following Departments of the Association:

(a) Women's Department;
(b) Queer* Department;
(c) Environment Department;
(d) Indigenous Department;
(e) International Students' Department;
(f) Disabilities Department; and
(g) Ethnocultural Department.

(4) The Departments are to function in accordance with section 11 ("Departments of the Association").

College Representatives

(5) College Representatives are required to sit on College-designated boards or committees of the College or school(s) which they represent.

(6) When appropriate, the President must consult with the relevant College Representatives on issues specifically related to the individual Colleges, and before appointing members to committees dealing specifically with such issues.

General Representatives

(7) General Representatives shall provide general assistance to the activities of the Association and in consultation with the Executive, or as determined by the SRC, undertake specific projects and advocacy during their term.

Electing Representatives

(8) Representatives are to be elected in accordance with the Election Regulations.

Vacancies

(9) The position of a Representative of the Association becomes vacant if they:

(a) cease to be an Undergraduate Student;
(b) cease to be a member of the Association;
(c) resign their position in writing to the General Secretary;
(d) in the case of a College Representative, cease to be enrolled in the College that they represent;
(e) become an insolvent under administration as defined in the Corporations Act 2001 (Cth); or
(f) are disqualified from office pursuant to any relevant section of the Act.

(10) Upon a member becoming a Representative, and for as long as that member holds a Representative position, the Office Manager is entitled to seek and obtain information from the University concerning the member’s enrolment status as an Undergraduate Student. If the Office Manager is satisfied that a member is ineligible to be, or to continue to be, a Representative:

(a) the Office Manager must inform the General Secretary of the Representative’s ineligibility; and
(b) the General Secretary must declare any Representative position held by that member to be vacant in accordance with section 9(9)(a).

Removal from Office

(11) A Representative of the Association may only be removed from office if:

(a) they have willfully acted in a fashion contrary to the Constitution, the Regulations or a Policy of the Association; or
(b) they have manifestly failed to fulfil their obligations under the Constitution and Regulations.

(12) A Representative of the Association, other than a Department Officer, must be removed from office if:

(a) a resolution is carried by a two-thirds majority of those present and voting at a meeting of the SRC or a General Meeting of the Association calling for their removal under section 9(11); and
(b) the Disputes Committee accepts that the Representative has acted in the fashion alleged by that resolution.

(13) A Department Officer must be removed from office if:
(a) a resolution is carried by a two-thirds majority of those present and voting at a meeting of the relevant Department calling for their removal; and
(b) the Disputes Committee accepts that the Department Officer has acted in the fashion alleged by that resolution.

If a Department Officer is deemed under section 16(6) ("Meeting Attendance") to have manifestly failed to fulfil their obligations under the Constitution and Regulations, the General Secretary must notify the relevant Department. The Department may, at its discretion, choose to debate a motion calling for the Department Officer’s removal in accordance with section 9(13)(a).

(14) If the SRC or a General Meeting passes a resolution pursuant to section 9(12), or a Department passes a resolution pursuant to section 9(13), the General Secretary must, within five (5) Teaching Days:
(a) notify the Representative of the resolution and the ground on which it was based; and
(b) notify the Disputes Committee.

(15) The Disputes Committee must provide an opportunity for the Representative to make oral representations, and/or submit to the committee written representations at a meeting of the Disputes Committee to be held no earlier than ten (10) Teaching Days and no later than twenty-one (21) Teaching Days after the Disputes Committee is notified under section 9(14).

10. THE EXECUTIVE

(1) The Executive must:
(a) manage the affairs of the Association;
(b) oversee employees of the Association; and
(c) oversee the implementation of the Policies of the Association.

(2) No member of the Executive shall hold office as a Department Officer during the tenure of their position as a member of the Executive.

(3) For the Executive to direct a member of the Executive to execute their duties in a particular fashion, a five-sixths majority of the Executive is required.

(4) Where possible, the Executive shall reach decisions through consensus. In the event that consensus cannot be reached, decisions shall be made by the majority of the Executive present and voting. In the event of a tie, such a vote shall be decided by the majority out of the President, Vice President and the Treasurer.

(5) Each member of the Executive must, at every SRC meeting, report to the meeting on their activities as a member of the Executive.

(6) A member of the Executive may, by written communication and with the consent of the person receiving the delegation, delegate one or more of their functions to another member of the Executive for the period specified in the written communication, so long as the delegation does not represent a substantial and ongoing delegation of responsibilities of the delegating officer.

(7) A delegation under section 10(6) may be revoked at any time by a subsequent decision of the delegating officer communicated in writing, or by a decision of the Executive.

President

(8) The President must, subject to the Constitution, the Regulations and Policy of the Association:
(a) represent Undergraduate Students on relevant bodies, including committees of the University, or after consultation with the SRC, appoint members of the Association to such bodies;
(b) be the spokesperson of the Association on matters of concern to members of the Association;
(c) make every effort to inform members of the Association of issues relevant to their welfare, and of decisions made or actions undertaken by the Association on their behalf;
(d) be available to Undergraduate Students to provide advice and advocacy;
(e) make a report of the activities of the Association to the Annual General Meeting of the Association;
(f) take such other action as they consider necessary in the interests of members of the Association;
(g) represent the views of the Association to the media and any other external body;
(h) be primarily responsible for the Association’s employees and ensuring the effectiveness and productivity of the Executive, subject to the overall direction of the Executive, in conjunction with the Executive;
(i) consult any relevant Department Officer when making appointments to various University committees;
(j) consult with the CRC before appointing a student to any College board or committee; and
(k) liaise with the University Council Member on issues relevant to Undergraduate Students.

ANUSA INC CONSTITUTION AMENDMENTS
Vice President

(9) The Vice President must, subject to the Constitution, the Regulations and Policy of the Association:

(a) together with the President, represent Undergraduate Students on other bodies, including committees of the University;
(b) be available to Undergraduate Students to provide advice and advocacy;
(c) liaise with students and relevant organisations about education and welfare issues;
(d) assist the President in researching education and welfare issues;
(e) assist with the development and implementation of the education and welfare policy of the Association;
(f) assist with campaigns organised by the Association that address education and welfare issues; and
(g) maintain a comprehensive knowledge of the workings of the Association in order to substitute for the President should the need arise.

Treasurer

(10) The Treasurer must, subject to the Constitution, the Regulations and Policy of the Association:

(a) oversee the financial affairs of the Association;
(b) arrange for the books and accounts of the Association to be audited and presented in accordance with section 22 (“Finance”);
(c) prepare and present such reports as are required under this Constitution;
(d) be responsible for assisting Representatives of the Association in organising the finances of the Association for which they have responsibility;
(e) be responsible for obtaining sponsorship of the Association and its activities, and for maintaining relations with those sponsors; and
(f) be a member of the Student Clubs Council.

General Secretary

(11) The General Secretary must, subject to the Constitution, the Regulations and Policy of the Association:

(a) convene and chair meetings of the Association as required under this Constitution;
(b) ensure that the minutes of meetings of the Association, including a basic summary of discussion, are recorded and retained;
(c) prepare, authorise and release all notices of the Association;
(d) pursuant to the section 3 (“Interpretation”), have the power to interpret the Constitution, Regulations and Policy of the Association; and
(e) be responsible for informing Officers of the Association about their responsibilities under this Constitution.

Social Officer

(12) The Social Officer must, subject to the Constitution, the Regulations and Policy of the Association:

(a) be a member of the Student Clubs Council;
(b) be a Director of Orientation Week and Bush Week and provide support for the Director(s) of Orientation Week and Bush Week;
(c) facilitate other social activities on campus;
(d) liaise with the University Union and other relevant organisations regarding social issues; and
(e) organise the production of the following year's ANUSA student diary.

Education Officer

(13) The Education Officer must, subject to the Constitution, the Regulations and Policy of the Association:

(a) oversee the implementation of the higher education and related policy of the Association;
(b) organise such campaigns and actions as the SRC and Executive deem appropriate to give effect to the Constitution, Regulations and Policy of the Association;
(c) collate information on higher education issues which affect the Association and its members;
(d) convene the Association's Education Committee in accordance with section 19 (“Education Committee”);
(e) on behalf of the Association, liaise with national and local bodies on relevant campaigns relating to higher education;
(f) prepare submissions on behalf of the Association to Government inquiries and reviews on higher education matters; and
(g) petition the university administration and government on higher education issues.
11. DEPARTMENTS OF THE ASSOCIATION

(1) The Departments of the Association are to be governed by their individual Constitutions and Regulations. A copy of each Department's Constitution will be held by the General Secretary.

(2) The Constitution of each Department must include clauses covering the following areas:

(a) membership;
(b) quorum;
(c) the role of the relevant Department Officer;
(d) procedures for changing the constitution;
(e) notice requirements;
(f) frequency of meetings;
(g) annual general meetings;
(h) the election or appointment of trustees;
(i) provisions governing the expenditure of money;
(j) provisions for the removal of the relevant Department Officer and vacancy of office; and
(k) dissolution procedures,

and must not be inconsistent with the Constitution or Regulations of the Association. Any part of the Constitution of a Department which is inconsistent shall be invalid, but only to the extent of the inconsistency.

(3) The Women's Officer, Queer* Officer, Environment Officer, Indigenous Officer, International Students' Officer, Disabilities Officer, and Ethnocultural Officer are responsible for the management of the affairs of their respective Department.

(4) Department Officers are to be elected in accordance with the Election Regulations.

(5) Each Department Officer must:

(a) submit a report to each SRC meeting detailing recent activities of the Department, together with the income and expenditure of the Department to date;
(b) submit a written report of their Department's income and expenditure to the Treasurer at the end of each Financial Year; and
(c) submit to the General Secretary changes to their Department's constitution with seven (7) Teaching Days of the change occurring.

(6) Each year the Association must give each Department an amount of no less than $5,000 for use in respect of the activities of the Department. Each Department will be audited each Financial Year as part of the independent audit of the Association.

(7) In the event that a Department is dissolved pursuant to this Constitution, the excess of assets, property, funds or money remaining after all debts and liabilities are paid shall not be distributed amongst the Association's members, but shall be given or transferred to the Association.

12. UNIVERSITY COUNCIL MEMBER

(1) The University Council Member is the person elected according to the Election Regulations, provided they are consistent with the requirements of the University's enabling Act, and any relevant statutes of the University.

(2) The University Council Member must:

(a) attend meetings of the University Council; and
(b) comply with the University's enabling Act and any statutes of the University as they apply to members of the University Council.

(3) The General Secretary must invite the University Council Member to attend meetings of the SRC.

(4) The University Council Member is neither a Representative of the Association, nor an Officer of the Association for the purposes of the Constitution and Regulations.

(5) The University Council Member may not be removed from their position otherwise than in accordance with the University's enabling Act, any relevant statutes of the University.

13. GENERAL MEETINGS

(1) General Meetings of the Association are open to all members. All members are entitled to vote at General Meetings.

(2) General Meetings of the Association may be convened at the discretion of the General Secretary, but the General Secretary must convene at least one (1) Ordinary General Meeting of the Association during each Teaching Period, except that Teaching Period in which the Annual General Meeting is held.
(3) A General Meeting of the Association may, subject to this Constitution and the Regulations:

(a) pass a resolution that determines the Policy of the Association with respect to any matter within the Objects of the Association;
(b) pass a resolution that directs the Executive as to how it should act to give effect to the Policy of the Association;
(c) by a resolution carried by not less than a two-thirds majority of those present and voting, make Regulations, or amend or repeal Regulations;
(d) pass a resolution recommending the dismissal of a Representative pursuant to sections 9(11) to 9(15);
(e) by resolution carried by not less than a two-thirds majority of those present and voting, dismiss any Officer of the Association, other than a Representative of the Association, provided that at least eighty (80) members of the Association are present;
(f) pass a resolution approving the budget or provisional budget of the Association, subject to section 22 ("Finance");
(g) pass any other resolution permitted under this Constitution or the Regulations; and
(h) receive at each of its meetings a report detailing recent activities and expenditure from:
   (i) the SRC; and
   (ii) the CRC.

Entrenchment of Motions

(4) If any motion put to a General Meeting is voted on by eighty (80) or more members of the Association in accordance with the provisions in Standing Orders concerning the entrenchment of motions, then:

(a) that motion overrides any motion passed by the SRC or the CRC which is inconsistent with it; and
(b) that motion may not be overridden by:
   (i) any subsequent motion of the SRC or the CRC; or
   (ii) a motion at a subsequent General Meeting, unless eighty (80) or more ordinary members of the Association are present and voting.

(5) Any resolution carried by a General Meeting that is not entrenched under section 13(4) that purports to:

(a) determine the Policy of the Association; or
(b) direct the Executive as to how it should act to give effect to the Policy of the Association,

is subordinate to any future resolution carried by a simple majority of the SRC or, in the case of motions relating to higher education within the ANU or its constituent Colleges, the CRC.

(6) Any resolution carried by a General Meeting that is not entrenched under section 13(4) that purports to:

(a) enact, amend or repeal Regulations;
(b) amend this Constitution; or
(c) dissolve the Association,

may be overturned by a resolution carried by a two-thirds majority of those present and voting at a meeting of the SRC. If that resolution is carried within ten (10) Teaching Days of the General Meeting at which the original resolution was carried.

Notice of General Meetings, etc.

(7) Subject to section 13(9), whoever convenes a General Meeting of the Association must give at least ten (10) Teaching Days' notice of the time, date and venue of such a meeting, and at least three (3) Teaching Days' notice of the agenda of such a meeting, by prominently displaying these details:

(a) on the front door of the Association offices; and
(b) on the website of the Association.

(8) When the nature of the business proposed to be dealt with at a General Meeting requires a Special Resolution, whoever convenes such a General Meeting must give at least twenty-one (21) days' notice of the time, date and venue of such a meeting, and at least three (3) Teaching Days' notice of the agenda of such a meeting, by prominently displaying these details:

(a) on the front door of the Association offices; and
(b) on the website of the Association.

Special Resolutions are subject to the requirements set out in section 29 ("Alteration of the Constitution").

(9) Any General Meeting of the Association that is convened without satisfying the notice requirements is to be regarded as unconstitutional, and any resolution passed at the meeting has no effect.
(10) Whoever convenes a General Meeting of the Association in accordance with this Constitution must give an opportunity at that meeting for:

(a) any motion to be put to the meeting that was submitted by an ordinary member of the Association to the General Secretary at least five (5) Teaching Days before the date of the meeting; and

(b) ordinary members of the Association to ask questions, and place motions on notice for the next General Meeting of the Association.

(11) Whoever convenes a General Meeting of the Association in accordance with this Constitution may determine the order of business on the agenda.

(12) The quorum for a General Meeting of the Association is forty (40) members of the Association present in person.

(13) Despite section 13(12), the Association may maintain Regulations allowing specified business to be dealt with by an inquorate General Meeting after thirty (30) minutes have lapsed, provided that proper notice of the meeting has been given.

Annual General Meetings

(14) The Annual General Meeting ("AGM") of the Association shall be convened by the General Secretary within six (6) months after the end of each Financial Year, being no later than 30 May.

(15) At each AGM:

(a) the President's report on the activities of the Association since the previous AGM;

(b) the Treasurer's Report on the financial position of the Association at the end of the previous Financial Year;

(c) the duly audited Annual Financial Statements; and

(d) such other reports as the SRC determines,

shall be presented for approval by members.

(16) The duly audited Annual Financial Statements presented under section 13(16)(c) must be published on the Association's website no later than ten (10) Teaching Days before the AGM. All other documents presented under section 13(16) must be circulated together with the agenda in accordance with section 13(8).

Special General Meetings

(17) The General Secretary must convene a Special General Meeting of the Association within seven (7) Teaching Days of being presented with a petition signed by at least eighty (80) members of the Association calling for such a meeting, or a resolution passed by a simple majority of the SRC calling for such a meeting.

(18) Whoever convenes a Special General Meeting of the Association in accordance with this Constitution must give at least five (5) Teaching Days' notice of the time, date, place and agenda of such a meeting by prominently displaying these details:

(a) on the front door of the Association offices; and

(b) on the website of the Association.

(19) Whoever convenes a Special General Meeting of the Association in accordance with this Constitution must discuss only those matters specified in the request to the General Secretary, and they must be dealt with in the order set out in that request.

14. STUDENT REPRESENTATIVE COUNCIL

(1) The Student Representative Council (SRC) shall be the committee of the Association in accordance with the Act and shall consist of:

Schedule A:

(a) the Executive;

(b) fourteen (14) General Representatives;

(c) the Department Officers from the Disabilities, Environment, Indigenous, International Students', Queer*, Women's and Ethnocultural Departments; and

Schedule B:

(d) two (2) Representatives from each College elected in accordance with the Election Regulations, except in respect of the ANU College of Physical and Mathematical Sciences and the ANU College of Medicine, Biology and Environment which together shall be considered one electorate for the purposes of the election and from which two (2) Representatives shall be elected in total.
Meetings of the SRC may be convened at the discretion of the General Secretary, or at the discretion of a member of the SRC appointed by the General Secretary for that purpose, but must be convened:

(a) at least once in each calendar month of the Academic Year, except where there are less than seven (7) Teaching Days in that calendar month; and
(b) within seven (7) Teaching Days of the General Secretary being presented with a petition signed by at least half of the current General Representatives to the SRC calling for such a meeting.

The SRC may, subject to this Constitution and the Regulations:

(a) pass resolutions that determine the Policy of the Association, except for Policy relating to matters of higher education within the ANU or its constituent Colleges, subject to section 13(4) and 13(5) (“General Meetings”);
(b) pass resolutions electing members of the Association as Officers and to committees to perform a particular function (notwithstanding that the Officers and committees remain subordinate to the SRC at all times, and may have their functions changed or terminated by the SRC at any time);
(c) by a resolution carried by not less than a two-thirds majority of those present and voting, overturn an original resolution of a General Meeting purporting to make, amend or repeal Regulations (if such a resolution is carried within ten (10) Teaching Days of the original resolution), subject to section 13(4) (“General Meetings”);
(d) by a resolution carried by not less than a two-thirds majority of those present and voting, overturn an original resolution of a General Meeting purporting to amend this Constitution (if such a resolution is carried within ten (10) Teaching Days of the original resolution), subject to section 13(4) (“General Meetings”);
(e) by a resolution carried by not less than two-thirds majority of those present and voting overturn an original resolution of a General Meeting purporting to dissolve the Association (if such a resolution is carried within ten (10) Teaching Days of the original resolution), subject to section 13(4) (“General Meetings”);
(f) receive at each of its meetings a report detailing recent activities and expenditure from:
(i) the Women’s Department;
(ii) the Queer* Department;
(iii) the Environment Department;
(iv) the International Students’ Department;
(v) the Indigenous Department;
(vi) the Disabilities Department;
(vii) the Ethnocultural Department;
(viii) the Education Committee; and
(ix) the Student Clubs Council;
(g) by a resolution carried by not less than a simple majority of those present and voting, respond to an unsatisfactory report by calling for the convening of a Special General Meeting of the Association to discuss the report, or a meeting of the relevant Department of the Association to discuss the report; and
(h) by a resolution carried by not less than a two-thirds majority of those present and voting, appoint a member of the Association to the Disputes Committee in accordance with the requirements set out under section 20(9) (“Disputes Committee”).

Notice of SRC Meetings, etc.

(4) Whoever convenes a meeting of the SRC must:

(a) give at least five (5) Teaching Days’ notice of the time, date and venue of such a meeting;
(b) give at least one (1) Teaching Days’ notice of the agenda of such a meeting; and
(c) include on the agenda any motion proposed by an ordinary member of the Association and submitted to them at least three (3) Teaching Days before the date of the meeting.

(5) Notice must be given by:

(a) prominently displaying the details required on the front door of the Association offices; and
(b) attempting to convey the details required to each member of the relevant committee directly through a means agreed to between that Representative and the General Secretary.

(6) The quorum for meetings of the SRC is half of the current total of Schedule A of the membership of the SRC, rounded up to the nearest whole person.

(7) When a Representative on the SRC:

(a) has a direct or indirect pecuniary interest in a contract or other arrangement which has been made, or is proposed to be made, with the Association; and
(b) is present at a meeting of the SRC at which that contract or other arrangement is considered, that Representative shall disclose the nature of the pecuniary interest to the meeting, and may participate in the discussion, but may not vote on the matter.
(8) A disclosure of pecuniary interest made under section 14(7) shall be recorded in the minutes of the meeting.

(9) Unless this Constitution provides otherwise, a resolution of the SRC may be carried by a simple majority of those present and voting.

(10) Except for discussion of agenda items that include confidential information, any ordinary member of the Association may be present at a meeting of the SRC, and may speak and put or second motions.

(11) If an individual holds more than one position on the SRC, they have the voting entitlement of only one (1) position, and may not appoint a nominee to exercise the voting entitlement of any other position that they hold.

15. COLLEGE REPRESENTATIVE COUNCIL

(1) There is established a College Representative Council (CRC) that must, subject to the Constitution, the Regulations and Policies of the Association, analyse academic issues of relevance to the Colleges, and formulate methods to ensure that the academic interests of students within the Colleges are protected.

(2) The CRC is comprised of:

Schedule A

(a) the President, Vice President, General Secretary and Education Officer of the Association;
(b) two (2) College Representatives from each College elected in accordance with the Election Regulations, except in respect of the ANU College of Physical Sciences and the ANU College of Medicine, Biology and Environment which together shall be considered one electorate for the purposes of the election and from which two (2) Representatives shall be elected in total;
(c) such student Representatives of classes or departments within the Colleges as the CRC may choose to co-opt; and

Schedule B

(d) fourteen (14) General Representatives.

(3) Meetings of the CRC may be convened at the discretion of the General Secretary, or at the discretion of a member of the CRC appointed by the General Secretary for that purpose, but must be convened:

(a) at least once in each calendar month of the Academic Year, except where there are less than seven (7) Teaching Days in that calendar month; and
(b) within seven (7) Teaching Days of the General Secretary being presented with a petition requesting such a meeting which has been signed by at least five (5) of those students elected to College Representative positions at the annual elections of the Association.

(4) The CRC, subject to this Constitution and the Regulations, may pass resolutions that determine the Policy of the Association in relation to matters of higher education within the ANU and its constituent Colleges, subject to section 13(4) (“General Meetings”).

Notice of CRC Meetings, etc.

(5) Whoever convenes a meeting of the CRC must:

(a) give at least five (5) Teaching Days’ notice of the time, date and venue of such a meeting;
(b) give at least one (1) Teaching Day of notice of the agenda of such a meeting; and
(c) include on the agenda any motion proposed by an ordinary member of the Association and submitted to them at least three (3) Teaching Days before the date of the meeting.

(6) Notice must be given by:

(a) prominently displaying the details required on the front door of the Association offices; and
(b) attempting to convey the details required to each member of the relevant committee directly through a means agreed to between that Representative and the General Secretary.

(7) The quorum for CRC is half the current total of Schedule A of the membership of the CRC, rounded up to the nearest whole person.

(8) Unless this Constitution provides otherwise, a resolution of the CRC may be carried by a simple majority of those present and voting.

(9) Except for discussion of agenda items that include confidential information, any member of the Association may be present at a meeting of the CRC, and may speak and put or second motions.
(10) If an individual holds more than one position on the CRC, they have the voting entitlement of only one (1) position, and may not appoint a nominee to exercise the voting entitlement of any other position that they hold.

16. MEETING ATTENDANCE

(1) For the avoidance of doubt, this section 16 does not apply to the University Council Member, who cannot be compelled to attend meetings of the Association.

(2) All Representatives are required to attend General Meetings and meetings of the SRC.

(3) All Representatives are required to attend meetings of the CRC, except for the Treasurer, the Social Officer, and the Department Officers.

(4) If a Representative cannot attend a meeting as required under section 16(2) or 16(3), the Representative must submit their apologies in writing to the General Secretary at least twenty-four (24) hours before the meeting.

(5) Despite section 16(4), the General Secretary may, at their discretion:
   (a) accept apologies received less than twenty-four (24) hours before the meeting; or
   (b) accept apologies received after the meeting,
   if they deem that exceptional circumstances warrant the exercise of such discretion.

(6) Any elected Representative who:
   (a) fails to attend three (3) meetings which are either General Meetings or council meetings for which they are included on Schedule A of the council membership; or
   (b) fails to attend four (4) meetings for which they are listed on Schedule B of the council membership,
   is deemed to have manifestly failed to fulfil their obligations under the Constitution and Regulations for the purposes of section 9(11)(b) ("Representatives").

(7) For the purposes of section 16(6), if:
   (a) a Representative submits their apologies in accordance with section 16(4); or
   (b) the General Secretary exercises their discretion to accept apologies received in accordance with section 16(5),
   the Representative’s absence is not to be counted as a failure to attend a meeting.

(8) For the purposes of section 16(6), a failure to attend a meeting includes attending a meeting for less than one hour if that meeting is longer than one hour in duration.

(9) If the General Secretary:
   (a) refuses to accept apologies received in accordance with section 16(4); or
   (b) refuses to exercise their discretion to accept apologies received in accordance with section 16(5),
   the Representative may refer the decision of the General Secretary to the Disputes Committee for reconsideration.

(10) In reviewing a decision of the General Secretary referred to it under section 16(9), the Disputes Committee must consider:
   (a) whether the Representative satisfied the requirements of section 16(4); or
   (b) whether, in the circumstances, the General Secretary should have exercised their discretion to accept apologies under section 16(5).

(11) For the purposes of section 16(10)(b), relevant considerations include, but are not limited to:
   (a) instances of personal emergency;
   (b) consistent poor communication of meeting times; and
   (c) insufficient notice of meetings.

(12) In reviewing a decision of the General Secretary referred to it under section 16(9), the Disputes Committee must:
   (a) affirm the decision of the General Secretary; or
   (b) overturn the decision of the General Secretary and determine that a meeting missed by the Representative is not to be counted for the purposes of section 16(6).

(13) The General Secretary must take reasonable steps to notify Representatives of the attendance requirements under this section 16:
   (a) before the first meeting of the SRC for the Academic Year; and
(b) after each absence by a Representative that is counted under section 16(6).

(14) The Association must maintain Regulations providing for the filling of casual vacancies in any of the positions specified in Schedule 1 and the position of University Council Member.

17. STUDENT CLUBS COUNCIL

(1) There is to be a Student Clubs Council (the “Council”) which will support, fund and govern student Clubs.

(2) The Council:
   (a) is the representative body of Clubs at the ANU;
   (b) must act in accordance with the Club Regulations and any Council Policies; and
   (c) sets policy for the funding and affiliation of Clubs.

(3) Decisions of the Council may be overturned (but not so as to create any debt) by a motion passed by two-thirds of members present and voting at a General Meeting of the Association.

Membership

(4) The Council consists of:
   (a) one delegate from each Club affiliated to the Association (a “Delegate”); and
   (b) the voting members of the Council Executive, as defined in the Club Regulations.

(5) If no Delegate is nominated under section 17(4)(a), the president of a Club will be the Delegate.

(6) A student who is nominated as the Delegate for multiple Clubs carries only one vote on the Council.

Council Executive

(7) There is to be a Council Executive which will govern the Council and manage the day-to-day affairs of the Council in accordance with the Regulations.

(8) At least one position on the Council Executive must be held by:
   (a) an Executive of the Association; and
   (b) a representative of PARSA.

(9) The Officer Manager may, in accordance with the Clubs Regulations, appoint staff members of the Association as members of the Council Executive to:
   (a) assist in the administration of grants and affiliations;
   (b) assist in other business of the Council; and
   (c) process the affiliation and funding requests of Clubs in accordance with policies determined by the Council from time to time.

(10) The Council Executive shall:
   (a) facilitate collaboration between Clubs;
   (b) facilitate the training of Club executives;
   (c) liaise between Clubs, the Association and the ANU;
   (d) advocate on behalf of Clubs to the Association and the ANU;
   (e) administer the Council budget, including grants;
   (f) oversee the activities of Clubs, and ensure that Clubs act in accordance with their constitutions; and
   (g) consider any allegation of misconduct on the part of a Club, or a Club’s representatives, that is referred to it, and take such action as it deems appropriate, subject to the Regulations.

Council Executive Elections

(11) The Council will from time to time elect members of the Council Executive.

(12) Election of the Council Executive must be held at least once per Academic Year at a meeting of the Council.

(13) Elections of the Council Executive will be conducted in accordance with the Club Regulations and not in accordance with the Election Regulations of the Association.

18. ORIENTATION WEEK AND BUSH WEEK DIRECTORS

(1) There are to be Orientation Week and Bush Week Directors, who will report to the Social Officer.

(2) The Directors must:
   (a) organise a variety of daytime and nighttime social events for members of the association;
(b) organise a Market Day where affiliated Clubs are able to promote themselves; and
(c) develop sponsorship relationships with organisations.

(3) Orientation Week and Bush Week Directors must be available to the Social Officer during the
teaching break in the direct lead up to either Orientation Week or Bush Week.

19. EDUCATION COMMITTEE

(1) There is to be an Education Committee to promote awareness on campus of education issues, and
to facilitate action and discussion on issues of particular concern to the education sector as it relates
to the ANU.

(2) All members of the Association are members of the Education Committee, unless they submit their
resignation in writing to the General Secretary.

(3) The Education Officer must:
   (a) manage the administrative affairs of the Committee;
   (b) create the Committee with not less than three (3) additional students to help manage the
       Committee;
   (c) convene a meeting of the Education Committee at least twice in every Teaching Period;
   (d) convene the Education Committee within seven (7) Teaching Days of being presented with a
       petition signed by twenty-five (25) members of the Association; and
   (e) provide notice for convening the Education Committee of no less than three (3) Teaching Days.
       Notice should be posted on the front door of the Association offices, on the website of the
       Association.

(4) Subject to the Constitution, the Regulations and Policies of the Association, policy proposals of the
Committee must be determined by meetings of the Committee, at which all members of the
Committee may vote.

(5) The Education Officer is bound to present this policy proposals to the Executive or the next meeting
of the SRC or CRC, whichever is first, which may then choose to ratify or reject the proposed policy.

(6) Each year the Association must give the Education Committee a budget allocation amounting to not
less than $1,000 for that year for use in respect of the activities of the Education Committee.

20. DISPUTES COMMITTEE

(1) There is to be a Disputes Committee, which must operate under the provisions set out in the
Constitution and any Regulations governing its operation.

(2) Members of the Disputes Committee are Officers of the Association for the purposes of the
Constitution and Regulations.

Operation

(3) The Disputes Committee is established to consider the validity of resolutions calling for the dismissal
of Representatives of the Association, and to consider allegations of breaches of this Constitution
and the Regulations, and such other matters as are provided for in this Constitution, the Regulations
or the Policy of the Association.

(4) The Disputes Committee must undertake a thorough investigation into any matter referred to it under
the Constitution, the Regulations or any Policy.

(5) If a resolution calling for the dismissal of a Representative of the Association is referred to the
Disputes Committee as set out in this Constitution, that Representative of the Association will only be
dismissed if a simple majority of those members of the Disputes Committee present and voting
believe that the burden of proof required under that section for a Representative to be dismissed has
been satisfied.

(6) If an allegation of a breach of this Constitution or the Regulations is referred to the Disputes
Committee as set out in this Constitution, such a breach will only be established if a simple majority
of those members of the Disputes Committee present and voting reasonably believe that the
requirements of the section(s) in dispute have been breached.

(7) The Disputes Committee may, by a simple majority of those present and voting, impose a fine,
revoke membership rights or impost such other penalty as is prescribed by the Regulations upon a
member or former member of the Association in accordance with the Constitution and Regulations.

(8) Despite section 26 ("Freedom of Information"), in the course of their investigations a member of the
Disputes Committee may view any document in the possession of the Association which is relevant
to those investigations, including a ballot (whether paper or electronic).

Election and Tenure
The Disputes Committee must consist of not more than five (5) members of the Association.

No member of the Association who is a Representative of the Association or the University Council Member may be appointed to the Disputes Committee.

The appointment of members of the Association to the Disputes Committee is to be made by a two-thirds majority of those present and voting at a meeting of the first SRC of the second term of each Academic Year. No such appointment shall be valid unless one quarter of the total votes available to the current membership of the SRC (Schedules A and B) are cast in favour of the appointment.

The members of the Disputes Committee must from time to time elect one of their number as Chair of the Committee.

Members of the Disputes Committee hold tenure until:

(a) they cease to be a member of the Association;
(b) they resign, in writing, to the General Secretary of the Association;
(c) they are removed by a resolution carried by a two-thirds majority of those present and voting at a General Meeting, subject to the requirements under section 13(3)(e) (“General Meetings”);
(d) they are elected to, appointed to, or nominate for any position listed in Schedule 1 of this Constitution or the position of University Council Member; or
(e) a new Disputes Committee is elected at the first SRC meeting of the second term of each Academic Year.

A member of the Disputes Committee dismissed pursuant to section 20(13)(c) is entitled to consider any matter referred to the Committee before their removal, even where that matter is heard after their removal, and any member appointed to fill a vacancy created under section 20(13)(c) must not be involved in the consideration of any such matter.

Any member of the Disputes Committee who has a real or perceived conflict of interest in any matter referred to the Committee must not take part in the Committee's consideration of that matter.

All decisions of the Disputes Committee must:

(a) be published;
(b) set out the reasons for the Disputes Committee’s decision; and
(c) be retained by the Association for a period of five (5) years.

21. FINANCIAL REVIEW COMMITTEE

There is to be a Financial Review Committee, which must operate under the provisions set out in the Constitution and any Regulations governing its operation.

Members of the Financial Review Committee are Officers of the Association for the purposes of the Constitution and Regulations.

Operation

The Financial Review Committee is responsible for:

(a) considering the Association’s financial controls and the Association’s compliance with financial controls;
(b) considering allegations of financial breaches of this Constitution and the Regulations, and such other matters as are provided for in this Constitution, the Regulations or the Policy of the Association; and
(c) undertaking a thorough investigation into any matter referred to it under the Constitution, the Regulations or any Policy.

Despite section 26 (“Freedom of Information”), the Financial Review Committee may, by a simple majority of those present and voting:

(a) view any document in the possession of the Association which is relevant to the objects of the Financial Review Committee, including any financial or accounting software of the Association accessible by an Officer or staff member of the Association;
(b) seek advice from or interview any Representative or staff member of the Association; and
(c) refer any enquiry to the Legal Officer or the Executive of the Association for further investigation.

The Financial Review Committee must present a report at each Annual General Meeting detailing:

(a) the Association’s compliance with its financial protocols; and
(b) the suitability of the Association’s financial protocols.

Election and Tenure

The Financial Review Committee must consist of not more than three (3) members of the Association.
(7) No member of the Association who is a Representative of the Association or the University Council Member may be appointed to the Financial Review Committee.

(8) The appointment of members of the Association to the Financial Review Committee is to be made by a two-thirds majority of those present and voting at a meeting of the first General Meeting of the second term of each Academic Year. The term of appointment will be a maximum of one year.

(9) The members of the Financial Review Committee must elect one of their number as Chair of the Committee.

(10) Members of the Financial Review Committee hold tenure until:
   (a) they cease to be a member of the Association;
   (b) they resign, in writing, to the General Secretary of the Association;
   (c) they are removed by a resolution carried by a two-thirds majority of those present and voting at a General Meeting of the Association;
   (d) they are elected to, appointed to, or nominate for any position listed in Schedule 1 of this Constitution or the position of University Council Member; or
   (e) a new Financial Review Committee is elected at the first OGM meeting of the second term of each Academic Year.

(11) Despite section 21(10)(c), any resolution carried by a General Meeting that is voted on by fewer than eighty (80) members that purports to remove a member of the Financial Review Committee shall have no effect.

(12) A member of the Financial Review Committee dismissed pursuant to section 21(10)(c) is entitled to consider any matter referred to the Committee before their removal, even where that matter is heard after their removal, and any member appointed to fill a vacancy created under section 21(10)(c) must not be involved in the consideration of any such matter.

(13) Any member of the Financial Review Committee who has a real or perceived conflict of interest in any matter referred to the Committee must not take part in the Committee's consideration of that matter.

(14) The Financial Review Committee and members of the Financial Review Committee must, whenever possible, protect the anonymity of all individuals associated with any activity conducted by the Committee.

22. FINANCE

(1) Expenditure of the Association's funds is governed by the Finance Regulations and all Officers must comply with those Regulations.

Budget

(2) The budget of the Association must be presented by the Treasurer to the first General Meeting held in the first Teaching Period of the Academic Year.

(3) The provisional budget of the Association for the next Financial Year must be presented by the Treasurer, or the incoming Treasurer as the Treasurer sees fit, at a General Meeting held in the fourth Teaching Period of the Academic Year.

(4) The budget or provisional budget may only be amended by:
   (a) a simple majority of those present and voting at a General Meeting; or
   (b) a simple majority of those present and voting at a meeting of the SRC, but by no more than one per cent (1%) of the Annual Budget of expected expenses in any calendar month.

Audited Statements

(5) The Treasurer shall prepare an Annual Report and Annual Financial Statement and Balance Sheet for audit and presentation to the AGM. The Treasurer shall ensure that the audit is completed at least ten (10) Teaching Days before the AGM. In accordance with the Act, the Public Officer shall lodge the annual return of the Association within six (6) months of the end of each Financial Year.

Other Financial Provisions

(6) The funds of the Association may be derived annually from The Australian National University, in addition to any external income which may be obtained. The Treasurer is responsible for making the annual funding submission to the relevant Finance Committee of the University.

(7) The income and property of the Association are to be applied in promotion of the Objects of the Association.
(8) The Association must not distribute any income, profit or gains to its members in any form including cash, property or otherwise, unless it is reasonable payment for services rendered to the Association.

(9) Subject to Sections 13, 22(8) and 22(20), the General Meeting may make regulations for the proper and reasonable remuneration of Officers of the Association for services rendered to the Association. Such remuneration may include a stipend or Honoraria and other benefits.

(10) No money is to be drawn from the Association's bank accounts, except by a cheque or order, including Internet order, signed by two of the President, the Treasurer and the Vice-President, or by a debit/credit card pursuant to sections 22(15) to 22(19).

(11) The Association may make Regulations allowing Departments, other bodies, or projects to administer their own Budgets.

(12) The Association must not enter into any bank liabilities, guarantees or indemnities incurring contingent liabilities, other than in the normal course of business.

(13) The Association must maintain adequate insurance cover as may reasonably be appropriate on items not covered by policies undertaken through the University.

Association Books

(14) Subject to the provisions of the Act, the Regulations and the provisions of this Constitution, the Office Manager shall keep in their custody or under their control all records, books and other documents relating to the Association.

(15) The records, books and other documents of the Association shall be open to inspection by the members in the office of the Association at any reasonable hour, subject to the limitations contained in section 26 ("Freedom of Information").

Credit/Debit Card

(16) The Executive may approve the issuing of a debit/credit card to one or more of the President, Vice-President or Treasurer (the "cardholders") to enable payment of ANUSA expenses and liabilities where payment by cheque or money order is impractical.

(17) All purchases must have formal approval by two of either the President, Vice-President or Treasurer beforehand.

(18) The debit/credit card cannot be used for the following under any circumstances;

(a) the purchase of firearms, fireworks, pornography or tobacco products;
(b) cash advances, over-the-counter cash withdrawals, ATM transactions or the purchase of bank cheques, travellers' cheques or foreign currency;
(c) personal expenditure; or
(d) the payment of fines, payroll, reimbursement or grants.

(19) If the Executive approve the issuing of a debit card rather than credit card, the account linked to the debit card must never have a balance of over $1,000 for a period of time more than 2 business days.

(20) Cardholders must collect tax receipts and send them to the Finance Officer within one (1) week of payment being made.

Members Benefits

(21) The assets and income of the Association shall be applied solely in furtherance of the Objects of the Association, and no portion shall be distributed directly or indirectly to the members of the organisation, except as bona fide compensation for services rendered or reasonable expenses incurred on behalf of the organisation in accordance with any relevant Regulations.

23. AUDITOR

(1) Each year the Executive must engage a professional, qualified accountant, not being a member of the Association, to carry out an audit of the books and accounts of the Association for the previous Financial Year.

24. PUBLIC OFFICER

(1) Unless the SRC declares otherwise, the Office Manager shall be the Public Officer of the Association.

(2) The Public Officer is an Officer of the Association for the purposes of the Constitution and Regulations.
**Duties**

(3) The Public Officer shall, within fourteen (14) days of their appointment, notify the relevant authority in writing of the appointment and supply their full name and address. The Public Officer shall also supply any and all documents required by the relevant authority and perform any other duties as required by the Act and any other relevant legislation.

**Vacancy**

(4) The office of Public Officer becomes vacant if the person holding that office:

   (a) dies;
   (b) becomes an insolvent under administration as defined in the Corporations Act 2001 (Cth);
   (c) becomes of unsound mind;
   (d) resigns their office by writing to the President; or
   (e) ceases to be resident in the ACT.

(5) If the office of Public Officer becomes vacant, the SRC shall appoint another person to fill the vacancy within fourteen (14) days of the vacancy arising.

25. **INDEMNITY**

(1) All members and employees of the Association shall be and are hereby indemnified by the Association against losses or expenses incurred by them in or about the discharge of their respective duties, except, in compliance with the Companies Code, against any liability that by law would otherwise attach to them in respect of any negligence, default, breach of duty or breach of trust of which they may be liable in relation to the Association.

(2) Members shall not be liable for the payment of the debts and liabilities of the Association or the costs, charges and expenses associated with the winding up of the Association.

26. **FREEDOM OF INFORMATION**

(1) A member of the Association may, at any reasonable time, view any document in the possession of the Association, with the exception of:

   (a) a document that contains personal and confidential information, except to the extent that the personal and confidential information relates to the member making the request;
   (b) a document received from the University that the University has declared to be confidential;
   (c) a ballot (whether paper or electronic); and
   (d) the electoral roll for the position of Disabilities Officer.

27. **COMMON SEAL**

(1) The common seal of the Association shall be kept by the Office Manager. It shall be affixed by authority of the SRC, and any two of the President, Vice-President and Treasurer shall sign below the seal.

28. **REGULATIONS AND POLICIES**

**Regulations**

(1) The Association may from time to time make Regulations (under, and not inconsistent with, this Constitution) to govern the operation of particular aspects of the Association's affairs and to give effect to policies.

(2) Regulations may only be made, amended or repealed in accordance with section 13(3)(c) and subject to section 13(6) (“General Meetings”).

(3) No Regulations made under this Constitution may contain language or terminology that is in any way racist, sexist or homophobic.

**Policies**

(4) The Association may make Policies (under, and not inconsistent with, this Constitution and the Regulations) as a plan or course of action relating to decisions, actions and other matters, or as a guiding principle.

(5) Policies may only be made, amended or repealed as governed by this Constitution and the Regulations.

(6) No Policy made under this Constitution may contain language or terminology that is in any way racist, sexist or homophobic.
29. ALTERATION OF THE CONSTITUTION

(1) This Constitution may be amended by Special Resolution at any General Meeting (including an AGM), except that:
   (a) at least twenty-one (21) days' notice of the Special Resolution shall be given to members; and
   (b) a decision to amend the Constitution shall require the support of seventy-five per cent (75%), to the nearest whole number, of ordinary members present and voting.

(2) Full notice of proposed amendments to the Constitution, including the text of the proposed amendments, shall be given to members at the same time and in the same way as notice of the General Meeting at which the amendments are to be proposed.

(3) The President must submit to the University all constitutional amendments passed to be presented to the next possible meeting of the University Council for ratification.

(4) No amendment to the Constitution shall have any effect until ratified by the Council and, if necessary, by the relevant local authority.

(5) No resolution to amend this Constitution may contain language or terminology that is in any way racist, sexist or homophobic.

30. DISSOLUTION OR WINDING UP

(1) A motion to dissolve or wind up the Association may be considered at any General Meeting (including an AGM), except that at least twenty one (21) Teaching Days' notice of such a General Meeting must be given to members, accompanied by a notice of intention to propose a motion to dissolve or wind up the Association.

(2) A motion to dissolve or wind up the Association must be:
   (a) passed by a majority of at least seventy-five per cent (75%) of the votes of those members of the Association who, being entitled to vote, vote in person at the General Meeting, provided that one hundred and twenty (120) or more members of the Association are present; and
   (b) approved by the University Council.

(3) The excess of assets, property, funds or money remaining after all debts and liabilities are paid shall not be distributed amongst the Association's members. Such excess shall be given or transferred to a new representative body formed with the same or similar objectives to the Association, and which represents the Undergraduate Students of the University, or, if no such body exists, all liquidated proceeds and funds shall be transferred to the University on the condition that the entire amount is deposited in a suitable undergraduate scholarship fund. Remaining property shall be held by the University on trust for Clubs affiliated as at the date the Association is dissolved or wound up.
SCHEDULE 1 TO THE CONSTITUTION

The following are Representatives of the Association:
1. President of the Association;
2. Vice President of the Association;
3. General Secretary of the Association;
4. Social Officer of the Association;
5. Treasurer of the Association;
6. Queer* Officer;
7. Environment Officer;
8. Women’s Officer;
9. Education Officer;
10. International Students’ Officer;
11. Indigenous Officer;
12. Disabilities Officer (which may be held individually or jointly);
13. fourteen (14) General Representative Positions to the SRC;
14. two (2) College Representative Positions to the CRC from each College of the University; and
15. any other position declared to be a Representative under the Constitution or Regulations.
Policy: Fraud and corruption control

Purpose
To outline the University’s approach to controlling fraud and corruption in and against the University.

Overview
The University is required under s 10 of the Public Governance, Performance and Accountability Rule 2014 made under the Public Governance, Performance and Accountability Act 2013 (PGPA Act) to take all reasonable measures to prevent, detect and deal with fraud, including by conducting fraud risk assessments, developing and implementing a fraud control plan, and having appropriate mechanisms for preventing, detecting, investigating, recording and reporting incidents of fraud and suspected fraud. This policy sets out the principles behind the University’s approach to fraud and corruption. It has been developed having regard to the Commonwealth Fraud Control Framework, including Resource Management Guide No. 201: Preventing, detecting and dealing with fraud, issued by the Minister for Justice in 2014.

Scope
This policy applies across the University.

Definitions
**Corruption** is abuse of a position of trust in order to achieve personal gain for oneself or another person, and includes bribery, receiving or soliciting secret commissions, collusive tendering, and serious conflicts of interest.

**Fraud** is defined in the Commonwealth Fraud Control Framework to mean dishonestly obtaining a benefit, or causing a loss, by deception or other means. Benefits may be financial, such as misappropriating property and false invoicing, or non-financial, such as falsification of research results and disclosure of information for a dishonest purpose. Intent to defraud is necessary for an offence to have been committed. Offences include the fraudulent conduct offences that apply to Commonwealth entities under Chapter 7 of the Criminal Code 1995.

**PGPA Act** is the Public Governance, Performance and Accountability Act 2013.
**Staff** means staff members and individuals who enter into particular relationships with the University for a specified time period, including Council and committee members, contractors, visiting fellows, adjunct appointees, visitors and volunteers.

**Policy statement**

**Principles**

1. The University has zero tolerance for fraud and corruption. Accordingly, the University is committed to minimising the incidence of fraud and corruption through the identification of fraud risks and the development, implementation and regular review of a range of fraud prevention and detection strategies, and fraud control processes, in accordance with the PGPA Act and Rules made under that Act.

2. The University will seek prosecution of those who commit fraud against it, whether they are within or external to the University, and will cooperate with fraud and corruption investigations by law enforcement and other investigative authorities.

3. The University will seek to reclaim any money or other resources misappropriated through fraudulent or corrupt activity and will take appropriate disciplinary action against staff members found to have engaged in such activity.

4. The University Executive will foster an environment that makes active fraud and corruption control the responsibility of all staff.

5. The University encourages the reporting of suspected fraud and corruption, either through reporting to supervisors and line managers, by direct report to the Director, Corporate Governance and Risk Office, or in accordance with the University’s Public Interest Disclosure Policy and Procedure (PID). The University will take active steps to support and protect anyone who makes a disclosure either under PID or reports suspected fraud and corruption through normal lines of reporting to management, provided the disclosure is made in good faith.

6. Information relating to suspected fraud or corruption will be collected and handled appropriately having regard to the principles of confidentiality and natural justice and the requirements for reporting to law enforcement authorities.
Procedure: Fraud control

Purpose

This procedure is made under the Fraud and corruption control policy and sets out the processes and mechanisms for preventing, controlling and investigating incidents of fraudulent activity in and against the University. Consideration will be given to the development of a procedure relating to prevention and control of corruption in the future.

Definitions

**AFP** is the Australian Federal Police

**ANAO** is the Australian National Audit Office and includes any auditor contracted by the ANAO to conduct an external audit at the University

**ARMC** is the Audit and Risk Management Committee

**CGRO** is the Corporate Governance and Risk Office

**Fraud** is defined in the Commonwealth Fraud Control Framework to mean dishonestly obtaining a benefit, or causing a loss, by deception or other means. Benefits may be financial, such as misappropriating property and false invoicing, or non-financial, such as falsification of research results and disclosure of information for a dishonest purpose. Intent to defraud is necessary for an offence to have been committed. Offences include the fraudulent conduct offences that apply to Commonwealth entities under Chapter 7 of the Criminal Code 1995.

Procedure

1. The University faces a wide range of potential fraudulent conduct by both internal and external parties, and has put in place various mechanisms to address the risks arising from any incident of fraud.

2. Operational fraud includes, but is not limited to:
   - theft;
   - obtaining property, a financial advantage or any other benefit by deception;
   - causing a loss, or avoiding or creating a liability by deception;
   - providing false or misleading information to the University, or failing to provide information where there is an obligation to do so;
   - making, using or possessing forged or falsified documents;
bribery, corruption or abuse of position;
unlawful use of University assets including computers, vehicles, telephones and other property or services;
divulging confidential information to outside sources;
hacking into, or interfering with a University computer system; and
any offences of a similar nature.

3. Examples of research and academic fraud include, but are not limited to:
   a. falsification of research results;
   b. falsification of qualifications;
   c. fabrication of research articles;
   d. identity theft; and
   e. theft or leaking of examination papers.

4. Instances of suspected research and academic fraud should be reported and will be dealt with in accordance with the Research misconduct and serious research misconduct procedure. Instances of suspected operational fraud will be handled as set out below.

Fraud prevention and control strategies

5. The University has the following fraud prevention and control strategies in place:
   a. a University fraud control framework and fraud control plan which are reviewed every two years, or more frequently as required
   b. awareness and training activities to ensure that staff are aware of what constitutes fraud and that the risk of fraud is taken into account in planning and conducting University activities
   c. fraud risk assessments (as part of the University fraud control plan) reviewed every two years by each College, Research School and Division
   d. internal and external audits of University activities
   e. various mechanisms for confidential reporting of suspected fraud
   f. procedures for investigation of suspected fraud
   g. processes for recording and reporting incidents of fraud and suspected fraud.

6. Details on each of these strategies is below. The University’s fraud control framework, guidance and templates are available on the Fraud risk management webpage.

Fraud control framework and fraud control plan

7. The Director CGRO ensures that a University fraud control framework and fraud control plan are in place and are reviewed every two years. The framework and fraud
control plan are submitted to the Audit and Risk Management Committee (ARMC) for endorsement and to the Council for approval.

**Fraud awareness and training**

8. Deans of Colleges and Directors of Research Schools and Service Divisions will ensure that measures are in place to raise awareness amongst staff in their area of fraud risks and controls, including by disseminating information about fraud prevention and mechanisms for reporting suspected fraud.

9. Staff and other individuals who enter into a range of relationships with the University (including contractors, visiting fellows and volunteers) have a responsibility to act honestly, responsibly and impartially in accordance with the Code of Conduct. Induction training for new staff includes training on the Code of Conduct. CGRO also offers specific fraud-related training for relevant staff annually and on request by line areas.

**Fraud risk assessment**

10. Deans of Colleges, Research School Directors and Service Division Directors undertake fraud risk assessments to assess fraud risks and control strategies in their areas every two years. A fraud risk assessment template that should be used is available at [insert hyperlink]. CGRO internal audit staff will assist organisational areas to meet their responsibilities.

11. A risk that has been assessed as low is an acceptable risk that can be managed by routine procedures. A risk that has been assessed as moderate requires the responsible area to develop and implement a risk action plan with specific monitoring or response procedures.

12. All extreme and high risks require immediate action by senior management. Line areas should consult CGRO as soon as possible for advice on developing a risk action plan. CGRO will report extreme and high fraud risks and the resultant risk action plans to the ARMC.

**Internal audit program**

13. Fraud risk assessments are used to inform the development of the University’s annual internal audit program which is endorsed by the ARMC and approved by Council. Specific fraud-focused internal audits will be directed at areas where significant vulnerabilities are identified.

**External audit program**

14. The ARMC and senior management will discuss with the Australian National Audit Office (ANAO) the audit procedures for the University’s annual financial audit. The
University will cooperate with the ANAO, including any external auditors appointed by the ANAO, and assist as required in fraud detection and response.

**Reporting suspected fraud**

15. There are various ways in which a person may report suspected or actual fraud at the University.

16. Staff may make a report to their supervisor, senior line manager, or the Director, Corporate Governance and Risk Office (CGRO). What may raise a suspicion of fraudulent activity may be the result of a mistake or negligent conduct. However, if a supervisor or line manager receives a report that suggests criminal conduct, they have a duty under section 60A of the *Public Interest Disclosure Act 2013* to report the matter to an Authorised Officer for [Public Interest Disclosures](#).

17. Staff, former staff and contracted service providers may also report instances or suspected instances of fraud directly to an Authorised Officer for Public Interest Disclosures.

18. Any person (including a student or visitor to the University) may also report suspected fraud directly to CGRO.

19. Suspected instances of fraud related to research misconduct should be reported in accordance with the [Research misconduct and serious research misconduct procedure](#).

20. A person who reports suspected fraud should provide as much information as possible, including details of any person they believe to be involved and the actions or activities they believe to be fraudulent, including how, when and where those actions or activities occurred. However, they should not investigate the matter themselves, as this may compromise a subsequent investigation.

21. The Director CGRO can provide confidential and independent advice to staff and managers in relation to suspected fraud.

**Investigation of suspected incidents of fraud**

22. On the basis of the initial information supplied, the Director CGRO will assess whether the allegation of fraud:

- appears to be without foundation or to be not made in good faith; or
- warrants further investigation and/or other appropriate action, including seeking further advice, action under the Research misconduct procedure, referral to the Director, Human Resources in relation to a Code of Conduct matter, or referral to the Chief Operating Officer in relation to matters of a more complex or serious nature including possible referral to the Australian Federal Police.
23. In deciding the appropriate action to take, the Director CGRO will take into account such factors as:

- the nature of the alleged fraud;
- the cost or value of the alleged fraud;
- the potential damage to the integrity or reputation of the University;
- the likely cost of taking action, including the cost of recovering financial losses or property;
- the likely benefit of taking action, including the deterrent value;
- whether it is likely that the fraud is systemic or targeted, rather than an isolated or opportunistic incident;
- the likelihood that the fraud was committed by an external party with internal assistance; and
- any possible ongoing risks arising from the fraudulent conduct, including any security implications.

24. Investigations will be carried out by appropriately qualified and experienced personnel within the University. If external investigators are engaged, the University will ensure that they are also appropriately qualified.

25. Where suspected fraud has been reported as a public interest disclosure, an investigation will be managed in accordance with the Public Interest Disclosure Procedure and any rules relating to fraud made under the Public Governance, Performance and Accountability Act 2013. This investigative process may include referral to internal or external auditors.

**Referral to police**

26. The Chief Operating Officer on advice from the Legal Office will refer instances of potential serious or complex fraud offences to the Australian Federal Police (AFP) in accordance with the Australian Government Investigation Standards and the AFP’s Case Categorisation and Prioritisation Model (see www.afp.gov.au). Minor or routine instances of fraud, that is, fraud that would be unlikely to be investigated by the AFP, will be investigated internally or by an external investigator appointed by the University.

27. In determining whether a particular matter is of sufficient seriousness that it should be referred to the AFP for investigation, the following issues will be considered:

- the findings of the preliminary assessment and any investigation of the alleged fraud;
• whether there is sufficient evidence to indicate that an offence may have been committed, or attempted to be committed; and

• indicators of seriousness that the AFP may consider warrant acceptance of the matter for investigation. These indicators include significant monetary or property loss; damage to the security or integrity of the University or the Commonwealth; evidence of the use of sophisticated techniques or technology to avoid detection; evidence of a criminal conspiracy; bribery or corruption of a Commonwealth official; criminal activity against more than one entity; and activities that could affect wider aspects of Commonwealth law enforcement, such as immigration irregularities and money laundering.

28. When a matter has been referred to the AFP, the University will provide assistance as requested in the investigation process, including by giving access to official records.

Recovery of monies

29. Following an investigation, the University may take action to recover money or property lost as a result of fraudulent conduct in accordance with the relevant delegation.

Disciplinary action

30. If an internal or external investigation suggests that disciplinary action against a staff member may be warranted, the Director CGRO will refer the matter to the Director Human Resources.

Review of internal controls

31. If fraud is found to have occurred, line management in conjunction with internal audit is responsible for reviewing the internal controls in the relevant area and implementing enhanced controls where appropriate to prevent a recurrence.

Record keeping and reporting

32. Incidents of suspected fraud reported to CGRO will be recorded and tracked by CGRO.

33. Disclosures made to an authorised officer under the Public Interest Disclosure procedure will be recorded and tracked in accordance with that procedure.

34. Records of reports made under the research misconduct and serious research misconduct procedure will be handled in accordance with that procedure.

35. Records of fraud-related matters arising in a Code of Conduct investigation by the Human Resources Division will be handled by that Division.

36. The University will report de-identified information about incidents of fraud as part of the Australian Institute of Criminology’s annual report on fraud against the Commonwealth.
CGRO will also report to the ARMC on each fraud incident following the completion of an investigation. The ARMC will advise Council of any significant fraudulent activities and the remedial actions taken.

**Fidelity guarantee insurance**

37. ANU will maintain appropriate insurance cover against losses emanating from fraudulent activity.

**Responsibilities**

38. The following responsibilities apply:

<table>
<thead>
<tr>
<th>Officer or body</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>• Approve the University’s fraud control framework and fraud control plan every 2 years;</td>
</tr>
<tr>
<td></td>
<td>• Receive reports of significant instances of fraud and remedial actions taken.</td>
</tr>
<tr>
<td><strong>Audit and Risk Management Committee</strong></td>
<td>• Review and endorse the University’s fraud control framework and fraud control plan every 2 years;</td>
</tr>
<tr>
<td></td>
<td>• Monitor the management of fraud risks, as part of risk management planning within the University;</td>
</tr>
<tr>
<td></td>
<td>• Receive reports on instances of ‘high’ and ‘extreme’ risks reported in Service Divisions’, Colleges’ and Research Schools’ Fraud Risk Assessments and review the remedial actions taken;</td>
</tr>
<tr>
<td></td>
<td>• Inform Council of any significant fraudulent activities reported and any remedial actions taken.</td>
</tr>
<tr>
<td>Vice-Chancellor</td>
<td>• Foster an environment that makes active fraud control the responsibility of all staff.</td>
</tr>
<tr>
<td></td>
<td>• Ensure that appropriate measures are in place in relation to fraud prevention and detection;</td>
</tr>
<tr>
<td></td>
<td>• Ensure appropriate resourcing within CGRO to lead fraud control at the University.</td>
</tr>
<tr>
<td>University Executive</td>
<td>• Foster an environment that makes active fraud control the responsibility of all staff;</td>
</tr>
<tr>
<td></td>
<td>• Ensure that appropriate measures are in place with regard to fraud prevention and detection.</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>• With advice from the Legal Office, refer instances of potential serious or complex fraud offences to the AFP;</td>
</tr>
<tr>
<td></td>
<td>• Ensure appropriate resourcing within CGRO to lead fraud control at the University.</td>
</tr>
<tr>
<td>Director, CGRO</td>
<td>• Develop and review the University’s fraud control framework and fraud control plan;</td>
</tr>
</tbody>
</table>
- Coordinate fraud risk assessment activity across the University;
- Use fraud risk assessments to inform the development of the University’s annual internal audit program for endorsement by the ARMC and approval by Council;
- Direct internal audit activity so it is planned and conducted in accordance with relevant standards;
- Receive reports of suspected fraud and take appropriate action, including advice to managers;
- Arrange fraud awareness training for relevant staff.

<table>
<thead>
<tr>
<th>Chief Financial Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review, on an ongoing basis, the financial fraud controls to ensure they are effective in minimising financial fraud risks;</td>
</tr>
<tr>
<td>• Provide assurance on the adequacy of the University’s financial fraud control arrangements to the external auditors annually, through management representation letters.</td>
</tr>
</tbody>
</table>
### College Deans, Research School Directors, General Managers and Service Division Directors

- Foster an environment that makes fraud control the responsibility of all staff;
- Ensure that a fraud risk assessment for their area is in place and is reviewed at least every two years and whenever there is significant organisational change;
- Ensure that appropriate internal controls are in place and operating effectively to minimise fraud risks (including by ensuring appropriate record keeping practices are in place);
- Ensure that staff participate in fraud awareness education and training;
- Ensure that agreed recommendations relating to fraud in internal and external audit reports are implemented promptly.

### All staff

- Act in accordance with the University’s Code of Conduct when undertaking their duties and representing the University;
- Disclose to their supervisor any material personal interest that relates to the affairs of the University;
- Actively participate in the implementation of fraud risk control strategies;
- Undertake appropriate record keeping;
- Report any suspicions of, or information relating to any instance of, fraudulent conduct to their supervisor, an authorised officer for Public Interest Disclosures or the Director, CGRO;
- Encourage others to make such reports;
- Deal with all reports of suspected fraud professionally and promptly.

### Delegations relevant to this procedure

- **000334** Litigation
The Australian National University

Fraud Control Framework

2017 – 2018

Corporate Governance & Risk Office

Confidential
Corporate Governance and Risk Office
June 2017

The Australian National University
Canberra ACT 2601 Australia
www.anu.edu.au

CRICOS Provider No. 00120C
Contents

Vice Chancellor’s Foreword ........................................................................................................1

1. Introduction .....................................................................................................................2
   The University’s operating environment ....................................................................2

2. What is fraud? .................................................................................................................3
   The University’s policy on fraud and corruption .....................................................4
   Key Roles and Responsibilities ...............................................................................4

3. Fraud Control Framework ..........................................................................................6

   3.1 Elements of the Fraud Control Framework .........................................................6
       3.1.1 Leadership and Ethical Culture .................................................................7
       3.1.2 Prevention .................................................................................................7
       3.1.3 Detection .....................................................................................................9
       3.1.4 Investigate and Respond .........................................................................10
       3.1.5 Monitoring and Evaluation .....................................................................11
Foreword

Fraud against the Australian National University is a serious matter. Not only is it a crime, but any occurrence of fraud can undermine public confidence in the University.

ANU is a leading university with an international reputation for excellence in research, education and policy. The University has a devolved operational structure that includes domestic and international professional and academic staff cohorts. This exposes us to a unique set of fraud risks.

The Fraud Control Framework sets out the overall context and arrangements for the management of fraud risks in the University, meeting the requirements of the Public Governance, Performance and Accountability Act 2013 (Cth) and the Commonwealth Fraud Control Framework. The purpose of this Framework is to deliver coherent, consistent and transparent guidance to staff in relation to fraud prevention and control at the University.

Associated with the Framework are the University's Fraud Control Plan 2017-18, the Fraud and Corruption Control policy and Fraud Control procedure, and Fraud Risk Assessments. Together they comprise the University's approach to fraud control.

I encourage all staff to use the Framework as an important reference tool, and to report any identified or emerging fraud risks to the relevant Service Division, College or Research School, or to the Corporate Governance and Risk Office. Fraud prevention and control is everyone’s responsibility.

Professor Brian P. Schmidt AC
Vice-Chancellor
Australian National University
1. Introduction

Under section 10(b) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) made under the Public Governance, Performance and Accountability Act 2013 (PGPA Act), the University must have a Fraud Control Framework (“the Framework”) in place.

This document has been developed to meet the requirements of the Public Governance, Performance and Accountability Act 2013 (PGPA Act), the Commonwealth Fraud Control Framework, the Australian Standard on Fraud and Corruption Control AS8001-2008 and the Australian National Audit Office’s Better Practice Guide on Fraud Control in Australian Government Agencies. The Framework sets out the University’s attitude towards fraud and the governance structure in place to minimise the occurrence of fraud.

The Framework is accompanied by:

- a Fraud and Corruption Control policy, which underlines the seriousness of the proscribed conduct, states the University’s zero tolerance of fraud and corruption and makes clear that fraud control is part of a broader integrity framework that deals with a range of unethical and potentially criminal conduct (the current Fraud control procedure was created under the Risk management policy);
- a revised Fraud Control procedure, which sets out the processes and responsibilities for preventing, detecting, reporting and investigating fraud;
- a University Fraud Control Plan, which summarises the fraud prevention and detection activities to be undertaken across the University in 2017 and 2018; and
- a fraud risk assessment template, to assist Colleges, Service Divisions and Research Schools to understand their fraud risk exposures and the mitigation strategies that need to be put in place.

The University’s operating environment

ANU is a world-leading university in Australia renowned for:

- excellence in research;
- excellence in undergraduate and graduate education;
- quality of the contribution of research and education and its impact on societal transformation; and
- contributions to public policy making.

As a consequence of the nature of its work, the University is exposed to numerous types of fraud risks. In developing the Framework, the University has considered the specialised nature of its professional, academic and student operations. Each present their own particular challenges and risks.

The University is located in Canberra and employs over 4000 professional and academic staff to deliver educational services to over 22,000 students and research outcomes to government and the private sector.

With revenue and expenses in excess of $1 billion per year, a decentralised operating model and a diversified workforce, the University’s fraud risks are complex and unique.
Figure 1 below summarises the University's operating environment.

22,644 students  
4000+ staff  
$268m in research grants  
$800m+ of investment in capital building projects

2. What is fraud?

The Commonwealth Fraud Control Framework 2014 defines fraud as 'dishonestly obtaining a benefit or causing a loss by deception or other means'. This includes, but is not limited to:

- theft;
- obtaining property, a financial advantage or any other benefit by deception;
- causing a loss, or avoiding or creating a liability by deception;
- providing false or misleading information to the University, or failing to provide information where there is an obligation to do so;
- making, using or possessing forged or falsified documents;
- bribery, corruption or abuse of position;
- unlawful use of University assets including computers, vehicles, telephones and other property or services;
- divulging confidential information to outside sources;
- hacking into, or interfering with a University computer system; and
- any offences of a similar nature.

Fraud can be perpetrated internally by University staff or students or by external parties, such as research collaborators, contractors and third party service providers, including non-government organisations (NGOs).
The University’s policy on fraud and corruption

The University has zero tolerance for fraud and corruption. A zero tolerance approach represents a set of principles and actions that are applied by the University to prevent, detect, investigate and respond to fraud and corruption in order to effectively manage associated risks. These principles and actions form part of the University’s Fraud and Corruption Control policy and Fraud Control procedure, located in the University’s policy library.

In practice, the University will:

- investigate all alleged instances or reports of fraud to determine the nature and extent of the fraud;
- take appropriate disciplinary action in line with the University’s Enterprise Agreement, Code of Conduct and related procedures;
- seek prosecution of offenders; and
- seek the recovery of misappropriated funds or assets.

Key Roles and Responsibilities

All staff have an ongoing responsibility to ensure the efficient and effective use of the University’s monies and assets.

Specific responsibilities for fraud control within the University are detailed below:

<table>
<thead>
<tr>
<th>ANU officer</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>• Approve the University’s Fraud Control Framework and Fraud Control Plan every 2 years</td>
</tr>
<tr>
<td></td>
<td>• Receive reports of significant instances of fraud and remedial actions taken</td>
</tr>
<tr>
<td>Audit &amp; Risk Management Committee (ARMC) of Council</td>
<td>• Review and endorse the University’s Fraud Control Framework and Fraud Control Plan every two years</td>
</tr>
<tr>
<td></td>
<td>• Monitor the management of fraud risks, as part of risk management planning within the University</td>
</tr>
<tr>
<td></td>
<td>• Inform Council of any significant fraudulent activities reported and any remedial actions taken</td>
</tr>
<tr>
<td></td>
<td>• Receive reports on instances of ‘high’ and ‘extreme’ risks reported in Colleges and Service Divisions’ Fraud Risk Assessments and review the remedial actions taken</td>
</tr>
<tr>
<td>Vice-Chancellor</td>
<td>• Foster an environment that makes active fraud control the responsibility of all staff</td>
</tr>
<tr>
<td></td>
<td>• Ensure that appropriate measures are in place in relation to fraud prevention and detection</td>
</tr>
<tr>
<td></td>
<td>• Ensure appropriate resourcing within CGRO to lead fraud control at the University</td>
</tr>
<tr>
<td>University Executive</td>
<td>• Foster an environment that makes active fraud control the responsibility of all staff</td>
</tr>
<tr>
<td></td>
<td>• Ensure that appropriate measures are in place with regard to fraud prevention and detection</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>• With advice from the Legal Office, refer instances of potential serious or complex fraud offences to the Australian Federal Police (AFP)</td>
</tr>
<tr>
<td></td>
<td>• Ensure appropriate resourcing within CGRO to lead fraud control at the University</td>
</tr>
<tr>
<td>ANU officer</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| **Director Corporate Governance & Risk Office** | • Develop and review the University’s Fraud Control Framework and Fraud Control Plan  
• Coordinate fraud risk assessment activity across the University  
• Use fraud risk assessments to inform the development of the University’s annual internal audit program for endorsement by the ARMC and approval by Council  
• Direct internal audit activity so it is planned and conducted in accordance with relevant standards  
• Receive reports of suspected fraud and take appropriate action, including advice to managers  
• Arrange fraud awareness training for relevant staff |
| **Chief Finance Officer**            | • Review, on an ongoing basis, the financial fraud controls to ensure they are effective in minimising financial fraud risks  
• Provide assurance on the adequacy of the University's financial fraud control arrangements to the external auditors annually, through management representation letters |
| **College Deans, Research School Directors, General Managers and Service Division Directors** | • Foster an environment that makes fraud control the responsibility of all staff  
• Ensure that a fraud risk assessment for their area is in place and is reviewed at least every two years and whenever there are major changes in business activities  
• Ensure that appropriate internal controls are in place and operating effectively to minimise fraud risks (including by ensuring appropriate record keeping practices are in place)  
• Ensure that staff participate in fraud awareness education and training  
• Ensure that agreed recommendations relating to fraud in internal and external audit reports are implemented promptly |
| **All Staff**                        | • Act in accordance with the University’s Code of Conduct when undertaking their duties and representing the University  
• Disclose to their supervisor any material personal interest that relates to the affairs of the University  
• Actively participate in the implementation of fraud risk control strategies  
• Undertake appropriate record keeping  
• Report any suspicions of, or information relating to any instance of fraudulent conduct to their supervisor, an authorised officer for Public Interest Disclosures or the Director, CGRO  
• Encourage others to make such reports  
• Deal with all reports of suspected fraud professionally and promptly |
3. Fraud Control Framework

3.1 Elements of the Fraud Control Framework

The University implements this Framework using the Prevent, Detect, Investigate and Respond model below, which underpins section 10 of the PGPA Rule, the Australian Standard on Fraud and Corruption Control AS8001:2008 and the Australian National Audit Office (ANAO) Better Practice Guide on Fraud Control in Australian Government Agencies.

The University’s Fraud Control Framework is based on:

- thorough, on-going assessment of risks relevant to the University’s operating environment;
- development and implementation of processes and systems to effectively prevent, detect and investigate fraud;
- application of appropriate criminal, civil, administrative or disciplinary action to remedy the harm from fraud;
- recovery of the proceeds from fraudulent activity;
- training of staff in fraud awareness and specialised training for staff involved in fraud control activities; and
- external scrutiny of fraud control activities by the ANAO to provide accountability to Parliament.

The following diagram highlights the elements of the Framework, with further detail on each below.

![Figure 2: Elements of the Fraud Control Framework](image-url)
3.1.1 Leadership and Ethical Culture

The first line of defence for the University against fraud is a robust internal culture that promotes awareness of fraud risks and implementation of effective controls to mitigate them. An important driver in preventing and detecting fraud is the University’s ethical environment underpinned by the Code of Conduct Policy and the Fraud and Corruption Policy. Good corporate governance within a sound ethical culture reduces the likelihood risk of fraudulent or corrupt activity. The University Executive actively supports activities that promote a strong ethical culture across ANU.

Members of the University Executive place the highest priority on effective fraud control and ethical behaviour. They provide leadership in implementing this Framework and applying a zero tolerance approach to fraud and corruption and maintaining appropriate governance arrangements.

3.1.2 Prevention

Fraud Control Plan

The University’s Fraud Control Plan 2017-2018 outlines the University’s ongoing fraud prevention and detection activities over a period of two years.

Fraud Risk Assessments

Regular and comprehensive assessments of fraud risks are a critical element in preventing fraud. The University undertakes a program of biennial fraud risk assessments across all Colleges, Service Divisions and Research Schools to identify operational fraud risks, outlining exiting controls and mitigation action to minimise the risks.

The University’s risk management approach involves mitigating fraud risks, recognising that the University operates in a highly devolved setting where all staff have a role to manage risks as part of their day to day responsibilities. Additionally, the University recognises that risk management is dynamic and needs to be balanced in terms of both upside risk and downside risk and where staff must remain alert responsive to changes in the University’s operating environment and circumstances.

The fraud risk assessment covers risks relating to fraudulent conduct perpetrated by University staff as well as persons outside the University, including collaborating research partners, contractors, other third parties and the public. Templates are available on the Risk and Audit webpage to assist staff when conducting fraud risk assessments and providing a consistent approach to doing so.

Fraud Awareness Training

As part of the induction training program for new staff, the University requires staff to complete an online training program that incorporates aspects of fraud awareness.

The University also offers fraud awareness training to staff which includes:

- the University’s approach to fraud risk management including internal control mechanisms;
- potential areas for fraud and research misconduct, including consideration of case studies and examples of fraudulent activities that have occurred at the University and other higher education institutions;
• staff roles and responsibilities; and
• guidance on completing a fraud risk assessment.

**Fraud Investigation Training**

Staff from the Corporate Governance & Risk Office (CGRO) receive the necessary training to conduct internal fraud investigations as required, guided by the Australian Standard on Fraud and Corruption Control (AS8001-2008).

**Financial and Physical Access Controls**

Adequate access controls to critical and confidential data and information, and the clear assignment of delegations are a critical line of defence against fraud.

The University has a number of automated and manual controls to ensure the integrity of payment procedures. These controls reinforce segregation of duties, facilitate error detection and enhance data integrity. The controls include system controls, routine checks, exception reporting and management oversight.

**Code of Conduct and Conflict of Interest Declaration**

All new University staff must undertake a compulsory online training module on the Code of Conduct, as part of their induction process, and acknowledge that they have read and understood the University’s policy on Code of Conduct. This forms a key part of the University’s ethical framework.

Staff are also required by the Conflict of Interest and Conflict of Commitment policy and procedure to disclose to their supervisors any actual or perceived conflicts of interests or any circumstances which may be perceived as involving a conflict as soon as they arise.

It is the responsibility of all staff, in conjunction with their supervisors, to manage their conflicts of interest in accordance with the University’s Code of Conduct and Conflicts of Interest policy and procedure.

In 2017, CGRO will review the conflict of interest policy and associated procedures.

**Directorship, Secretaryship and Partnership Disclosure**

The ANU Company Directorship, Secretaryship and Partnership policy requires all academic and professional staff of the University who hold or wish to hold a directorship, secretaryship or partnership in entities, other than family trusts, family partnerships, community (not for profit) boards of management, and self-managed superannuation funds to disclose their interest, and obtain a formal approval from the University prior to commencing office.

This provision is also applicable to all staff who have been invited or nominated by the University to hold office on behalf of the University.

CGRO coordinates the annual disclosure and maintains upkeep of the Register of Directorships for all Executive and senior academic and professional staff, and report the disclosure to the Audit and Risk Management Committee annually.

**Material personal interest disclosure**

Section 29 of the PGPA Act requires ANU staff and other officials to disclose material personal interests that relate to University affairs. CGRO staff coordinate the annual
declaration of material personal interest disclosures by members of Council and Committees. Staff are also required to declare conflicts of interest under the Conflicts of Interest policy and procedure, which is under review in Quarter 1, 2017.

3.1.3 Detection

Early detection of fraud is a core element of fraud control, particularly in areas of identified high risk. The University recognises that regardless of how comprehensive a prevention regime is, it is not fool-proof against fraud. Fraud detection regimes are an essential component of a rigorous anti-fraud program as both a deterrent as well as a fraud identification mechanism.

Internal audit

Fraud risk assessments are used to inform the development of the University's annual internal audit work plan, which is endorsed by the ARMC and approved by Council. Specific fraud-focused internal audits will be directed at areas where significant vulnerabilities are identified.

External audit

University management and the ARMC discuss with the ANAO the audit procedures for the University’s annual financial audit. The University will cooperate with the ANAO, including any external auditors appointed by the ANAO, and will readily assist in fraud detection and response.

Continuous monitoring program / data analytics

The University’s information systems are an important source of information on fraudulent and corrupt conduct. With the use of software applications and computer assisted audit techniques, a series of suspect transactions can be identified and investigated. Investigation will be conducted by personnel external to the business unit in which the transactions occurred.

Internal and external reporting channels and Public Interest Disclosures and Protection

There are various ways in which a person may report suspected or actual fraud at the University.

Staff may make a report to their supervisor, senior line manager, or the Director, Corporate Governance and Risk Office (CGRO). What may raise a suspicion of fraudulent activity may be the result of a mistake or negligent conduct. However, if a supervisor or line manager receives a report that suggests criminal conduct, they have a duty under section 60A of the Public Interest Disclosure Act 2013 to report the matter to an Authorised Officer for Public Interest Disclosures.

Staff, former staff and contracted service providers may also report instances or suspected instances of fraud directly to an Authorised Officer for Public Interest Disclosures. Any person (including a student or visitor to the University) may also report suspected fraud directly to CGRO.

Suspected instances of fraud related to research misconduct should be reported in accordance with the Research Misconduct and Serious Research Misconduct procedure.
A person who reports suspected fraud should provide as much information as possible, including details of any person they believe to be involved and the actions or activities they believe to be fraudulent, including how, when and where those actions or activities occurred. However, they should not investigate the matter themselves, as this may compromise a subsequent investigation.

The Director CGRO can provide confidential and independent advice to staff and managers in relation to the investigation of suspected fraud.

### 3.1.4 Investigate and Respond

**Internal Investigative Resources**

On the basis of the information supplied, the Director CGRO will determine whether the alleged fraud:

- appears to be without foundation or to be not made in good faith; or
- warrants further investigation and/or other appropriate action, including seeking further advice, action under the research misconduct procedure, by referral to the Director, Human Resources in relation to a Code of Conduct matter, or referral to the Chief Operating Officer in relation to matters of a more complex, or serious nature including possible referral to the Australian Federal Police.

In deciding the appropriate action to take, the Director CGRO will take into account such factors as:

- the nature of the alleged fraud;
- the cost or value of the alleged fraud;
- the potential damage to the integrity of the University;
- the likely cost of taking action, including the cost of recovering financial losses or property;
- the likely benefit of taking action, including the deterrent value;
- whether it is likely that the fraud is systematic or targeted, rather than an isolated or opportunistic incident;
- the likelihood that the fraud was committed by an external party with internal assistance; and
- any possible ongoing risks arising from the fraudulent conduct, including any security implications.

Investigations will be carried out by appropriately qualified and experienced personnel within, or external to, the University.

**External Support and Escalation Protocols**

If the University’s internal investigative resources are unable to investigate, the Director, CGRO will ensure that an appropriately accredited fraud control service provider conducts the investigation.

The Chief Operating Officer on advice from the Legal Office will refer instances of potential serious or complex fraud offences to the Australian Federal Police (AFP) in accordance with the Australian Government Investigation Standards and the AFP’s Case...
Categorisation and Prioritisation Model (see www.afp.gov.au). Minor or routine instances of fraud, that is, fraud that would be unlikely to be investigated by the AFP, will be investigated internally or by an external investigator appointed by the University.

In determining whether a particular matter, fraudulent or otherwise, is of sufficient seriousness that it should be referred to the AFP for investigation, the following issues will be considered:

- the findings of the preliminary assessment and any investigation of the alleged fraud;
- whether there is sufficient evidence to indicate that an offence may have been committed, or attempted to be committed; and
- indicators of seriousness that the AFP may consider warrant acceptance of the matter for investigation.

When a matter has been referred to the AFP, the University will provide assistance as requested in the investigation process, including by giving access to official records.

Once a matter has been officially referred to the AFP, the ANU will provide assistance as requested with the external investigation process, including access to official records and employees.

**Disciplinary Action**

If an internal or external investigation suggests that disciplinary action against a staff member may be warranted, the Director, CGRO will refer the matter to the Director, Human Resources.

**Analysis of Control Failure**

CGRO in conjunction with line management will conduct a review of the internal controls in the area where a fraud was detected and suggest enhanced and more robust controls to prevent a recurrence of fraud.

**3.1.5 Monitoring and Evaluation**

CGRO maintains a recording and tracking system to ensure all instances of suspected fraud are satisfactorily resolved. This system also facilitates the extraction of statistical data for monitoring the effectiveness of the ANU Fraud Control Plan and reporting to the Australian Institute of Criminology’s annual report on fraud against the Commonwealth.

The information provided includes, where possible:

- Details relating to the suspected offence;
- Details of any staff involved (name and location);
- Details of any clients or outside parties involved (name, description and address);
- Outcomes from the investigation, including a briefing paper and proposed recommendations; and
- Evidence of the implementation of those proposed recommendations.

CGRO will notify the Audit and Risk Management Committee of any investigations and outcomes arising in respect of fraud incidents occurring. The ARMC will advise the Council of any significant fraudulent activities and the remedial actions undertaken.
The ANU Fraud Control Plan (FCP) is designed to provide a holistic approach to fraud control at the ANU. The plan outlines the prevention and detection activities undertaken by Colleges, Research Schools and Service Divisions to ensure the University has a robust and sound fraud control environment. The FCP is underpinned by the ANU Fraud and corruption control policy and Fraud control procedure.

In 2017 – 2018, the University will implement the following preventative and detection programs, as part of its Fraud Control Plan:

<table>
<thead>
<tr>
<th>Australian National University – Fraud Control Cycle (Biennial)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
</tr>
<tr>
<td>Qtr 1</td>
</tr>
<tr>
<td>Colleagues, Research Schools and Service Divisions ongoing monitoring of the fraud control environment and promoting a culture of fraud awareness</td>
</tr>
<tr>
<td>Communications to College Deans, Research School and Service Divisions Directors</td>
</tr>
<tr>
<td>Fraud Risk Assessment</td>
</tr>
<tr>
<td>Control Self-Assessment</td>
</tr>
<tr>
<td>Staff Fraud Awareness Training</td>
</tr>
<tr>
<td>Directorship, Secretaryship and Partnership Disclosure</td>
</tr>
<tr>
<td>Material Personal Interest Disclosures (Council and Committee of Council Members)</td>
</tr>
<tr>
<td>Material Personal Interest Disclosures (Council and Committee of Council Members)</td>
</tr>
<tr>
<td>Internal Audit Work Plan</td>
</tr>
<tr>
<td>Computer Assisted Audit Techniques (Data Analytics)</td>
</tr>
<tr>
<td>Computer Assisted Audit Techniques (Data Analytics)</td>
</tr>
</tbody>
</table>

1 This will include communication to update Colleges, Service Divisions and Research Schools on the new fraud and corruption control policy, revised fraud control procedure, Framework and its components, as well as fraud awareness training for staff
The following table explains the elements of the Fraud Control Plan:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Timeframe</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraud Prevention</td>
<td>Ongoing monitoring of the fraud control environment and promoting a culture of fraud awareness</td>
<td>Ongoing</td>
<td>Colleges, Service Divisions and Research Schools Directors</td>
</tr>
<tr>
<td></td>
<td>College Deans, Research School and Service Division Directors are responsible for adherence to the ANU Fraud and Corruption Policy and Fraud Control Procedure and to ensure adequate controls are in place to mitigate fraud risk. Examples of fraud risks are outlined (not limited) within their respective areas below:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Human Resources – falsification of documentation, omissions of leave applications, inappropriate access to personal information and inflated work hours declared.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Financial – Dishonest claims by third parties, personal expenditure charged to an ANU purchase card and not repaid, falsified travel claims, omission of reporting on FBT entertainment expenses.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Procurement – Awarding of contracts without adherence to the University’s Procurement policy, conflict of interest and collusion, bribes to University staff by third parties.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- University Assets – Theft or unreturned property.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- IT Controls – Management of user access controls.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>In addition, the same people are responsible for the promotion of fraud awareness within their areas, which includes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Promoting a culture of fraud awareness amongst all levels of staff;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Encouraging staff to report any suspicious or fraudulent behaviour observed at the workplace;</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Ensuring adherence to controls and encouraging staff to report back on broken controls; and</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Encouraging staff to complete fraud awareness training.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fraud Risk Assessment</td>
<td>Each of the University’s Colleges, Research Schools and Service Divisions is required to undertake a Fraud Risk Assessment (FRA) every two years to assess the relevance of existing fraud risks in the context of changes to the University’s operating environment. The FRA will be coordinated by the Corporate Governance &amp; Risk Office (CGRO).</td>
<td>Q4, 2017 to Q2, 2018</td>
<td>Senior Auditor, Corporate Governance &amp; Risk Office in conjunction with the respective representatives</td>
</tr>
<tr>
<td>Activity</td>
<td>Description</td>
<td>Timeframe</td>
<td>Responsibilities</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
</tbody>
</table>
| Fraud Awareness Training | CGRO provides fraud awareness training for professional and academic staff of the University on the following:  
- The University’s Fraud risk management environment including internal control mechanisms;  
- Potential areas for fraud and research misconduct in a University environment, including consideration of case studies and examples of fraudulent activities that have occurred at ANU and other universities;  
- Accountability of staff at various levels of authority within the University in preventing fraud; and  
- Guidance on completing a fraud risk assessment. | Annually | Director, Research Services Division  
Manager, Audit & Risk, Corporate Governance & Risk Office  
Senior Auditor, Corporate Governance & Risk Office  
Senior Governance Officer, Corporate Governance & Risk Office |
| Directorship, Secretaryship and Partnership Disclosure | In accordance with the University’s Company Directorships, Secretaryships and Partnerships and Conflict of Interest and Commitment policies, all academic and professional staff of the University who hold or wish to hold a directorship, secretoryship or partnership in entities, other than family trusts, family partnerships, community (not for profit) boards of management, and self-managed superannuation funds, are required to disclose their interest, and obtain a formal approval from the University prior to commencing office.  
CGRO coordinates the annual disclosure and maintains upkeep of the Register of Directorships for all Executive, senior academic and professional staff, and report the disclosure to the Audit and Risk Management Committee annually. CGRO will also review the policy in 2017. | Q1, 2017 and Q1, 2018 | Secretary, Audit & Risk Management Committee |
<p>| Material Personal Interest Disclosures (Council and Committee of Council Members) | CGRO coordinates the annual declaration of material personal interest disclosures by members of Council and Council Committees. | Q1, 2017 and Q1, 2018 | Associate Director and Senior Officer, Corporate Governance and Policy, Corporate Governance &amp; Risk Office |</p>
<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Timeframe</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control Self-Assessment</td>
<td>CGRO coordinates a Control Self-Assessment activity for senior management staff on the effectiveness of their risk management and control processes. The self-assessments will be used as one of the tools to drive the University’s Internal Audit Work Plan.</td>
<td>Q3, 2017 and Q3, 2018</td>
<td>Manager, Audit &amp; Risk, Corporate Governance &amp; Risk Office, Senior Auditor, Corporate Governance &amp; Risk Office</td>
</tr>
<tr>
<td>Fraud Detection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Audit Work Plan</td>
<td>The Corporate Governance &amp; Risk Office undertakes annual discussions with the University Executive, Service Division Directors and senior management to understand key University risks and areas of focus, in order to develop the draft annual Internal Audit Work Plan (IAWP) program. Reference is also made to other source documents such internal surveys, higher education data and emerging issues to inform priorities for the forthcoming year’s IAWP.</td>
<td>Annually</td>
<td>Manager, Audit &amp; Risk, Corporate Governance &amp; Risk Office, Senior Auditor, Corporate Governance &amp; Risk Office</td>
</tr>
<tr>
<td>Computer Assisted Audit Techniques</td>
<td>The Corporate Governance &amp; Risk Office performs data analytics over the University’s key transactions on an annual basis to identify anomalies and trends in large volume transactions.</td>
<td>Q3, 2017 and Q3, 2018</td>
<td>Manager, Audit &amp; Risk, Corporate Governance &amp; Risk Office, Senior Auditor, Corporate Governance &amp; Risk Office</td>
</tr>
</tbody>
</table>
Fraud Risk Assessment Template
2017

Service Division / College / Research School:

Endorsed by GM (if applicable):
Approved by College Dean/Research School Director/Service Division Director:

Date:
Contents

GUIDANCE 3
FRAUD RISK ASSESSMENT TEMPLATE 4
RISK ACTION PLAN 13
APPENDIX A FRAUD INDICATORS AND POSSIBLE CONTROLS 14
APPENDIX B RISK MATRIX 15
Guidance

Service Divisions, Colleges and Research Schools must conduct a Fraud Risk Assessment or update their previous assessment every 2 years or sooner if a significant operational change is implemented, which could heighten the risk of fraud. The template is used to list all areas of potential risk, identify the sources and impacts of the risk, and document current controls and planned treatments.

When completing the template, various areas of potential fraud risk are identified, along with the source and impact of the risk. Subsequently, existing controls that manage the risk are identified and management makes an assessment of the current level of residual risk, using the risk matrix (Appendix B), to assign a risk rating. Management is then required to develop action plans to manage this residual risk, and assign accountability for the action plans.

A risk that has been assessed as low is an acceptable risk that can be managed by routine procedures. A risk that has been assessed as moderate requires the responsible area to develop and implement a risk action plan with specific monitoring or response procedures.

All extreme and high risks require immediate action by senior management. Line areas should consult the Corporate Governance & Risk Office (CGRO) as soon as possible for advice on developing a risk action plan. CGRO will report extreme and high fraud risks and the resultant risk action plans to the ARMC.

Action plans developed to manage the risks identified are documented in the Risk Action Plan section, with assigned owners and timelines, to track implementation and to monitor progress of planned risk mitigation strategies.

The following attached appendices provide further information to assist in completing the assessment:

- *Appendix A* contains a list of fraud indicators and example controls that may assist in the completion of this template.
- *Appendix B* is the Risk Matrix that is used to determine the risk rating of an identified risk.
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Human Resources</td>
<td>Falsified documentation</td>
<td>• Falsified testimonials and qualifications provided by a prospective employee in order to secure a position at the University or by an existing employee for remuneration benefit, through a promotion etc.</td>
<td>• Employees are asked to provide original or certified qualifications prior to commencement.  • Reference checks carried out on new joiners in order to validate employment history and work experience.</td>
<td>Consequence:</td>
<td>Likelihood:</td>
<td>Risk Rating:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Falsified claims for leave</td>
<td>Absence of leave applications for leave taken</td>
<td>• Staff take leave without booking through HORUS to maximise leave balances.</td>
<td>• Supervisors are aware of staff movements for any period of time and ensure that leave applications are submitted and approved.</td>
<td>Consequence:</td>
<td>Likelihood:</td>
<td>Risk Rating:</td>
</tr>
<tr>
<td>#</td>
<td>Fraud Risk</td>
<td>Risk Sources and Impacts (Method)</td>
<td>Current Fraud Controls (Existing Controls)</td>
<td>Current Risk (Controls in place)</td>
<td>Accept risk?</td>
<td>Treatment plans to manage the risk</td>
<td>Person responsible</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>--------------</td>
<td>-----------------------------------</td>
<td>-------------------</td>
</tr>
</tbody>
</table>
| 3  | Inappropriate access to staff and student personal information | • Unauthorised access or misuse of privilege access to staff or students’ personal information through the Student Administration and Human Resources Management System for personal gain. | • HRMS access is only provided on a need to know basis through a formal approval process. | Consequence: 
Likelihood: 
Risk Rating: |              |                                                  |                                                               |                                |
| 4  | Inflated working hours                                  | • An employee inflates the casual hours worked or overtime claims for personal gain.          | • A casual employee cannot submit a timesheet for payment before it is approved by their supervisor. • Supervisors track staff workload and deliverables prior to authorising timesheets. | Consequence: 
Likelihood: 
Risk Rating: |              |                                                  |                                                               |                                |
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>Dishonest claims by third party</td>
<td>• Payments to contractors/consultants are approved prior to completion of work or work is not performed to required standard.&lt;br&gt;• Invoices submitted are inflated by the contractor or supplier and do not agree with the original contract.</td>
<td>• Formal process of reviewing the cost and deliverables against contracts prior to authorisation of payment.&lt;br&gt;• Appropriate delegation levels assigned to approve payments.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consequence:&lt;br&gt;<strong>Likelihood:</strong>&lt;br&gt;<strong>Risk Rating:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Personal expenditure charged to the ANU Purchase Card not repaid</td>
<td>• Lack of oversight by supervisors of staff members making claims for private or inappropriate expenditure, either through the reimbursement process or on the University purchase card.&lt;br&gt;• Staff members submit a claim through the reimbursement process after charging the expense to the purchase card. (duplicate claim)</td>
<td>• All credit card transactions greater than the allowed threshold to be supported by receipts.&lt;br&gt;• A monthly review of credit card statements to supporting documentation to ensure purchases are appropriate and follow up unsupported or inappropriate transactions with relevant staff and take appropriate action.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Fraud Risk</td>
<td>Risk Sources and Impacts (Method)</td>
<td>Current Fraud Controls (Existing Controls)</td>
<td>Current Risk (Controls in place)</td>
<td>Accept risk?</td>
<td>Treatment plans to manage the risk</td>
<td>Person responsible</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>--------------</td>
<td>-----------------------------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| 7  | Falsified travel claims          | • Staff falsify travel claims, either to utilise for private expenditure or to receive a per diem.  
• Staff do not provide adequate supporting documentation and detailed travel itinerary/invoice from University appointed travel agents or provide fake documentation when seeking travel approval. | • All staff travel claims are reviewed in detail prior to being approved by their supervisor.                                                                                                                                                                                                 | Consequence:  
Likelihood:  
Risk Rating:                                                                                                                                         | | | |
| 8  | Not reporting FBT entertainment expenses | • Staff incur entertainment expenses without appropriately disclosing FBT declarations.  
• The University has a food and drink FBT declaration which must be adhered to and all entertainment expenditure is to be supported by receipts. |                                                                                                                                                                                                                                           | Consequence:  
Likelihood:  
Risk Rating:                                                                                                                                         | | | |
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
</table>
| 9 | Contracts awarded to service providers/vendors without adherence to the University’s Procurement policy. | • Appointments of contractors/consultants are not in accordance with the University’s procurement policy and procedures.  
• Procurement being divided or split into separate parts to circumvent the procurement threshold.  
• Purchasing goods and/or services from suppliers who are current employees of the University. | • An appointed person checks to ensure that all procurement activities need to comply with the University’s procurement threshold requirements.  
• Independent and objective members on the evaluation panel are to ensure the procurement process is undertaken in accordance with appropriate probity and approval process. | Consequence:  
Likelihood:  
Risk Rating: | | | |
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
</table>
| 10 | Conflict of Interest and Collusion | • Staff do not declare a material personal interest in a significant University transaction or contract.  
• Collusive practices between suppliers and staff resulting in the awarding of goods & services in exchange for a benefit. | • Personal interests are declared including any interest in any entity with which the University conducts business.  
• Declared company directorships, secretaryships and partnerships require approval.  
• Awareness of the University’s Code of Conduct through compulsory induction training.  
• Appropriate delegation levels assigned to senior management.  
• Independent members on the contract evaluation panel will minimise the likelihood of collusion. | Consequence:  
Likelihood:  
Risk Rating: | }
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td><strong>Bribes to University staff by third parties</strong></td>
<td>• Staff received private gifts/benefits from service providers in exchange for the award of a contract.</td>
<td>• Staff must declare all gifts received from third parties, regardless of the value of the gift.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Colleges and Service Divisions should maintain a gifts register to track amounts on a cumulative basis.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Consequence:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Likelihood:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Risk Rating:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td><strong>Theft or unreturned property</strong></td>
<td>• Staff leaving the ANU without returning ANU property such as (iPads, phones, purchase cards etc);</td>
<td>• Staff are required to complete the University’s Code of Conduct training.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Theft of physical assets such as IT devices, tools etc</td>
<td>• Exit Checklist is required to be completed and signed off by the appropriate delegate prior to the release of the final termination pay.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Consequence:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Likelihood:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Risk Rating:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td><strong>Information Systems</strong></td>
<td>• Staff obtain access to documents containing confidential and sensitive information with the intention of misusing the information.</td>
<td>• Access to documents containing confidential and sensitive information is secured and provided on a need to know basis.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Unauthorised staff accessing systems</td>
<td></td>
<td></td>
<td><strong>Consequence:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff selling, leaking or misusing information</td>
<td></td>
<td></td>
<td><strong>Likelihood:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>Risk Rating:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Fraud Risk</td>
<td>Risk Sources and Impacts (Method)</td>
<td>Current Fraud Controls (Existing Controls)</td>
<td>Current Risk (Controls in place)</td>
<td>Accept risk?</td>
<td>Treatment plans to manage the risk</td>
<td>Person responsible</td>
</tr>
<tr>
<td>----</td>
<td>---------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>--------------</td>
<td>-----------------------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td></td>
<td>Academic Integrity (if applicable)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Manipulation of student enrolments or student results</td>
<td>• Staff inflate the marked grades of students in exchange for a benefit</td>
<td>• Research School Board of Examiners reviews results for inconsistencies, courses are delivered by different lecturers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Staff perform favours in exchange for a kickback (eg. award a credit to waive the requirement for first year study)</td>
<td>• Secure handling of exam papers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Staff, in collusion with overseas students or an agent, manipulate applications which would normally be rejected.</td>
<td>• Checking of exam result processing by more than one staff member.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Segregation of duties between Research School staff and student admissions team.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Students gain unauthorised access to exam papers</td>
<td>• Staff provide a copy of an exam paper or the security of the exam paper is compromised eg. theft, leaking.</td>
<td>• Secure handling of exam papers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Policies and procedures relating to secure storage and handling of exam papers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Consequence: Likelihood: Risk Rating:
<table>
<thead>
<tr>
<th>#</th>
<th>Fraud Risk</th>
<th>Risk Sources and Impacts (Method)</th>
<th>Current Fraud Controls (Existing Controls)</th>
<th>Current Risk (Controls in place)</th>
<th>Accept risk?</th>
<th>Treatment plans to manage the risk</th>
<th>Person responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Unwarranted grant of scholarship</td>
<td>• Student is granted a scholarship without meeting the scholarship requirements.</td>
<td>• Checks on the validity of a scholarship before it is approved and processed.</td>
<td>Consequence:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Delegation Framework outlines the authorised approver of the scholarship grant.</td>
<td>Likelihood: Risk Rating:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>Falsification or plagiarism of research work for personal gain or benefit</td>
<td>• An Academic plagiarises another person’s work or self-plagiarises own work to different publications.</td>
<td>• Academic Research Misconduct Procedures.</td>
<td>Consequence:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• An Academic falsifies research data which results in additional grant funding.</td>
<td>• Ethics Protocol which includes reference to secure storage of data and software systems.</td>
<td>Likelihood: Risk Rating:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Risk Action Plan

A risk that has been assessed as low is an acceptable risk that can be managed by routine procedures. A risk that has been assessed as moderate requires the responsible area to develop and implement a risk action plan with specific monitoring or response procedures.

All extreme and high risks require immediate action by senior management. Line areas should consult the Corporate Governance & Risk Office (CGRO) as soon as possible for advice on developing a risk action plan. CGRO will report extreme and high fraud risks and the resultant risk action plans to the ARMC.

Action plans developed to manage the risks identified are documented in the Risk Action Plan section, with assigned owners and timelines, to track implementation and to monitor progress of planned risk mitigation strategies.

The following Risk Action Plan should be used to monitor the implementation of planned risk mitigation strategies.

<table>
<thead>
<tr>
<th>Fraud Risk</th>
<th>Risk Title</th>
<th>Risk mitigation action</th>
<th>Owner and Timeframe</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Officer responsible</td>
<td>xxx</td>
<td>Officer responsible Due date</td>
<td>Not started</td>
<td></td>
</tr>
</tbody>
</table>

---

**ATTACHMENT 23.5**

FRAUD RISK ASSESSMENT TEMPLATE 2017
Appendix A  Fraud Indicators and possible controls

Fraud indicators
In populating the Fraud Risk Assessment template, the following prompts may be useful to assist Colleges and Service Divisions to capture as many fraud risks across the business cycle as possible.

- Account payable
- Cash handling
- Procurement
- Asset management
- Travel
- Payroll
- Employee Leave
- Staff Reimbursement
- Pre-employment Screening
- Examination Procedures
- ITS Security
- Student Grades
- Private Consulting
- Research Integrity
- International Agents

Within each of these business-cycle areas a number of fraud risks may exist, for example:

- Non-enforcement of the University’s Code of Conduct or other policies and procedures
- End-of-period transactions that are complex, unusual or significant
- Unexplained changes in trends or financial statements
- High staff turnover
- Low staff morale
- Inventory shortages
- Staff members with excessive annual leave entitlements
- Multiple changes to student exam results
- Changes in a staff member’s lifestyle or behaviour.

Controls
The following examples may assist Service Divisions, Colleges and Research Schools to identify controls and risk mitigation strategies:

- Clearly defined lines of authority and responsibilities for decision-making as outlined in policies and procedures
- Separation of duties to ensure that more than one person is required to complete a task as outlined in policies and procedures
- Physical safeguards, such as locks, sign-out procedures and inventory tags, over assets to prevent unauthorised acquisition, use or disposition of ANU assets
- Proper documentation, paper or electronic, to support the completion of the lifecycle of a transaction or activity, including evidence that the transaction or activity was performed, who performed it and where authority to perform came from and appropriate storage protocols as outlined in policies and procedures
- Proper approvals and delegations that are specific, appropriate, accurate and comply with policy and procedures
- Physical inventories, undertaken frequently, over assets to ensure timely detection of authorised acquisition, use and disposition of ANU assets
- Independent validation of transaction accuracy as part of checking and reporting procedures
- Enforcement of conflict of interest declarations
- Requiring staff members to take holidays over university shut down periods
- Mandatory compliance with gift policy and the regular checking and reporting of a gift register
- Proper training of staff on fraud management principles and activities
- Extensive pre-employment checks, including police checks.
## Appendix B  Risk Matrix

### Risk Rating Matrix

<table>
<thead>
<tr>
<th>LIKELIHOOD</th>
<th>IMPACT/CONSEQUENCE</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Catastrophic</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Almost Certain</td>
<td>Extreme (25)</td>
<td>Extreme (20)</td>
<td>High (15)</td>
<td>High (10)</td>
<td>Moderate (5)</td>
<td></td>
</tr>
<tr>
<td>Likely</td>
<td>Extreme (20)</td>
<td>High (16)</td>
<td>High (12)</td>
<td>Moderate (8)</td>
<td>Moderate (4)</td>
<td></td>
</tr>
<tr>
<td>Possible</td>
<td>High (15)</td>
<td>High (12)</td>
<td>Moderate (9)</td>
<td>Moderate (6)</td>
<td>Low (3)</td>
<td></td>
</tr>
<tr>
<td>Unlikely</td>
<td>High (10)</td>
<td>Moderate (8)</td>
<td>Moderate (6)</td>
<td>Low (4)</td>
<td>Low (2)</td>
<td></td>
</tr>
<tr>
<td>Rare</td>
<td>Moderate (5)</td>
<td>Moderate (4)</td>
<td>Low (3)</td>
<td>Low (2)</td>
<td>Low (1)</td>
<td></td>
</tr>
</tbody>
</table>

Risk is typically assessed as a function of the likelihood of the risk and the consequence of it materialising. As a result, not all risks are the same and should not be managed as such. The ANU uses a risk management matrix to assess the level of risk and facilitate an appropriate response. The matrix and accompanying definitions and escalation protocols are designed to provide staff with guidance on what to do (monitor or mitigate the risk) and where to escalate the risk (i.e. to line manager or higher). The risk matrix is the endorsed framework for assessing risks at all levels within the university (strategic, operational and day-to-day) and should be used to determine an appropriate course of action.
## Risk Rating Descriptors and Mitigating Action Requirements

<table>
<thead>
<tr>
<th>Risk Rating</th>
<th>Score</th>
<th>Description</th>
<th>Action Required</th>
</tr>
</thead>
</table>
| Extreme     | 20 - 25 | Risks that significantly exceed the acceptable tolerance and need urgent and immediate attention. | University Executive responsibility, immediate treatment required.  
- Escalate to the responsible University Executive immediately with a detailed treatment plan.  
- Report to the Vice-Chancellor, ARMC and Council. |
| High        | 16 - 10 | Risks that exceed the risk acceptance threshold and require proactive management. | College GM/Service Division Director/Head of School responsibility. Treatment required.  
- Escalate to responsible management immediately with detailed treatment plan to reduce risks to an acceptable level within 3 months.  
- Report to COO or DVCs and ARMC, as appropriate. |
| Moderate     | 4 - 9  | Risks that are within the acceptable threshold and require active monitoring.   | College GM/Service Division Director/Head of School responsibility. Treatment required.  
- Escalate to responsible management immediately with detailed treatment plan to reduce risks to an acceptable level within 3-6 months. |
| Low         | 1 - 4  | Risks that are below the acceptable threshold and do not require active management. | Local line management responsibility, treatment not required.  
- Significant management effort should not be directed towards these risks. |
## Consequence Rating: Evaluation Criteria

<table>
<thead>
<tr>
<th>Factors of Consequences/ Categories of Risk</th>
<th>Colleges or Service Division Activity</th>
<th>Major Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reputation and Image</td>
<td>Compliance with Legislation</td>
<td></td>
</tr>
<tr>
<td>Disruption to Operations</td>
<td>Financial</td>
<td></td>
</tr>
<tr>
<td>General Environment &amp; Social Impacts</td>
<td>Project Budget</td>
<td></td>
</tr>
<tr>
<td>Project Delays</td>
<td>Managing Contractor/ Head Contractor Relationship</td>
<td></td>
</tr>
<tr>
<td>Project Delays</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insignificant</td>
<td>- Little or no adverse media coverage</td>
<td></td>
</tr>
<tr>
<td>- Minor non-conformance rectified internally</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Unlikely to result in adverse regulatory response or action.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Disruption of &lt; 1 day to operational activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- No interruption to infrastructure services.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Financial impact &lt; $5M</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- No lasting detrimental effect on the environment i.e., Harm, nuisance, noise, fumes, odour, dust emissions of short-term duration.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- &lt; 1% of project budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Little or no delay</td>
<td>- Either party is irritated but no formal complaints.</td>
<td></td>
</tr>
</tbody>
</table>

| Moderate | - Significant discharge of pollutants | - Extended detrimental impacts on the environment and community. | - 10-20% of project budget |
| - Local interruption only, service loss to localised operations. | - Long term detrimental environmental or social impact | - Major delay Duration increased > 10% |
| - Critical infrastructure service losses for > 1 week. | - Chronic and/or significant discharge of pollutant. | - Executive intervention |

| Catastrophic | - Significant breakdown in strategic and/or business partnerships | - Major systemic non-conformance resulting in loss of TEQSA license, other key license or accreditation | - Extensive detrimental long term impacts on the environment and community. |
| - Long term damage to reputation and standing of the University | - Criminal convictions resulting in imprisonment | - Catastrophic and/or extensive discharge of persistent hazardous pollutant. |
| - Serious public or media outcry with national and international coverage | - Significant legal penalties or regulator sanctions | - Legal penalties or regulator sanctions |
| - Legal penalties or regulator sanctions | - Litigation including class actions jeopardising future approvals, licensing and funding. | - Resulting in loss of TEQSA license, closure of operations for up to one week. |

# The consequences category for "Project Budget" may differ according to the overall value of the project itself. Likewise, the criteria for "Project Delays" may also vary depending on the specific project deadlines.
Likelihood Rating: Evaluation Criteria

You will determine how likely the University will be exposed to each specific risk after taking into account current internal controls and considering factors such as:

1. Anticipated frequency of occurrence;
2. The external environment (e.g. regulatory, economic, competition, community expectations and market issues);
3. The procedures, tools and skills currently in place; and
4. History of previous events - both the University and other providers.

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>The risk/the event</th>
<th>Occurrence</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost Certain</td>
<td>Expected to occur in most circumstances.</td>
<td>Multiple over 12 months</td>
<td>&gt;70%</td>
</tr>
<tr>
<td>Likely</td>
<td>Will probably occur in most circumstances</td>
<td>Once every 12 months</td>
<td>51 - 70%</td>
</tr>
<tr>
<td>Possible</td>
<td>Might occur within a 5 year time period</td>
<td>Once every 1 - 5 years</td>
<td>21 - 50%</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Could occur within a specified time period</td>
<td>Once every 5-10 years</td>
<td>5 - 20%</td>
</tr>
<tr>
<td>Rare</td>
<td>May only occur in exceptional circumstances</td>
<td>Once every 20 years</td>
<td>&lt; 5%</td>
</tr>
</tbody>
</table>
CHANGE OF NAMES FOR RESEARCH SCHOOLS, ANU COLLEGE OF LAW

ANU EXECUTIVE

TITLE          Proposed changes to ANU College of Law internal organisation
PURPOSE        To seek an early indication from University Executive about support for important changes (mostly internal) to the College’s organisational structure, prior to finalising consultation with College staff.
DATE PREPARED  28 February 2017
AUTHOR         Dean, ANU College of Law
SPONSOR        Dean, ANU College of Law

RECOMMENDATION

That the University Executive endorse changes to the organisational structures in the ANU College of Law, whereby:

1. The ANU College of Law will have two formal Schools within the ANU governance system – ANU Law School and School of Legal Practice (these names are not final);
2. The Heads of these Schools adopt the management responsibilities that sit with Heads of Schools elsewhere in the University, and have the ability to manage their resources to achieve the distinct objectives of their Schools within University policy;
3. Internally, the College will adjust its culture, practice and systems to recognise these two Heads of School’s delegations in areas such as academic staff supervision, workload allocations, and research leadership, thereby better aligning College practice with ANU systems and processes;
4. The University will formally recognise these Schools and Heads of School as holding similar standing to other Schools (both are already designated AOU).

ACTION REQUIRED

For discussion ☑ For decision ☑ For information ☐ Progress to SMG ☐

Background

The ANU College of Law has comprised the Law School and Legal Workshop as AOU for over 40 years. However, this has at times been a difficult arrangement. Law School and Legal Workshop have a complementary but different purposes, teaching and research focus and culture. This has been recognised in a number of external reviews over the decades, each of which has recommended change.

In preparation for the planned International Review of the College (encompassing the University’s school reviews), the College Executive initiated a series of conversations with all staff over the second half of 2016. This included two all-staff meetings, a series of staff meetings run by an external facilitator (hereafter, the Bamsey sessions), opportunity to make written or verbal submissions, opportunity to meet with the Dean individually or in groups, and a facilitated College Retreat in November 2016. It was made clear to the Executive that the staff of the College want this issue dealt with substantively in order that the College can move forward with a clear strategic vision, and that both Law School and Legal Workshop can achieve their full potential, each in their necessarily distinctive way. There is considerable good will and investment from staff to see this action taken and resolved ‘once and for all’.

While a much larger list of issues from staff was gathered during the Bamsey sessions, it was clear that the disconnect in the College structure, culture and operation is a cause of, or exacerbates, many of the other issues that are affecting morale, wellbeing, research
performance, supervision, and inequity of workload. These are issues that have been showing up in the Voice survey for some years, and cannot be properly addressed without the proposed changes.

The expected benefits/opportunities from the proposed changes are:
- Greater clarity for the College and the University about the strategic direction and vision for the two distinct Schools, thereby allowing the College to set the overall strategic direction and vision for the discipline of Law at ANU;
- Locating the control of resources, staffing, workload allocations, career management, staff performance, research and educational outcomes down to the local level, while maintaining College level oversight, strategic direction, and reporting lines;
- Increasing the academic staff buy-in to the management and decision making of ‘their’ educational programs and research outcomes;
- Upskilling academic staff in leadership, financial management, people management and University governance, including a succession chain of future leaders; and
- Improving the flow of information at the local level.

Summary of Issues

The proposed changes will have very little effect outside of the College. The changes line up the College’s structure more clearly with the University’s systems and structure. There are no changes in overall staffing levels. Where it makes sense for staff or responsibilities to stay centralised at College level, they will remain there, to address questions of scale.

The proposed changes have been benchmarked favourably against CECS, as a very similarly sized College operating with two Research Schools and a strong centralised control culture.

ANU Law School will have around 56 academic FTE and 1300 EFTSL and the School of Legal Practice will have around 45 academic FTE and 1200 EFTSL, making them larger or equivalent to the Research Schools of CECS and CBE. Comparative data prepared by PPM is attached.

a. Financial Implications:

There is no change to professional or academic staff numbers by reason of this change. Some ‘rebranding’ costs (estimated $30,000) will be involved in building a separate ANU Law School website (under the College website), and renaming ANU Legal Workshop on printed collateral. Within University policy, the Heads of Schools will be paid the appropriate TRP for Heads of Schools that size, as they will have responsibility for staff management, research performance, financial management and strategic direction of their Schools, with appropriate reporting lines to the College level (especially to the Dean).

The College will retain a College Finance Committee, chaired by the Dean, at which each School, teaching program and the College’s financial performance is scrutinised, as is current practice.

b. HR Implications:

Most staff will stay where they are currently allocated. At the margins, there is the opportunity to move some staff between the two Schools to better fit with their current teaching and research. All professional staff will stay centrally allocated to the College, operating under a service delivery arrangement to each school, as occurs at present. Level E staff will report to the relevant Head of School (rather than the Dean) and will take a reinvigorated role in leading and mentoring staff.

The skill set required from the new Heads of Schools is greater than at present. The intention is to appoint these Heads from internal applicants, and to implement a system and culture of upskilling Level Es and Ds to take on these roles in the future. It is proposed to appoint for a 3 +2 year term.

The new structure will also allow the College to better align its academic supervision arrangements with University policy and procedures, thus improving our PDR completion rate.
c. Governance:

The existing College committees will remain (Executive, Research, Education, WHS, RAP, Finance, College Advisory Board, all-College staff meetings, and Academic Promotions), with staff discussions, teaching program management, academic performance and workload management occurring at the School level, to better align with the distinctive requirements of each School. There will be a reallocation of duties between the Dean and Deputy Dean, with the Deputy Dean taking on much of the ‘everyday’ running of the College and providing assistance to the Heads of School. The Dean can then focus on more external and strategic matters. Delegations remain the same as they are sufficient to carry out the required duties.

d. Research:

The ADR will continue to lead Research at a College level, but each Head of School will be responsible for the career management and research performance of their staff. The new cross-school Research Groups will continue. Schools may choose to appoint their own research leaders if desired, to improve research skills and champion research outcomes and excellence at a local level. HDR will remain a College responsibility.

e. Teaching:

Teaching programs will remain allocated to a School (with no change in current allocations) and the ADE will work with the Heads of School to ensure compliance with University policy, while encouraging innovation to achieve distinctive market needs.

f. Legal Implications:

The rebranding of ANU Legal Workshop to School of Legal Practice (or similar name) and a distinct separation of the ANU College of Law from both teaching schools on external facing websites and branding may assist ANU to ensure it complies with the Federal Court settlement with The College of Law. Advice will be sought from the ANU Legal Office.

g. Alumni and External Stakeholders:

Law alumni regularly report their unhappiness with the ‘College’ label and are seeking a stronger public display of the name ANU Law School. This aligns with most other leading Law Schools (e.g., Melbourne Law School, Sydney Law School, Harvard Law School). Employers and the legal profession expect to see the name xxx Law School. The name ANU Legal Workshop is confusing and clumsy to prospective students, and does not easily portray professionalism and excellence, albeit recognising its 40 year tradition. Alumni can be reassured that there is still an organisational unit called ANU Law School, this is where the first law degrees are taught, and is still the traditional powerhouse of legal research at ANU.

Discussion

Any required substantive changes (mostly internal or within ANU systems) can be achieved by mid 2017, in time for Semester 2.

The more significant changes are cultural and will require changes to historically embedded traditions. These have already commenced through the positive involvement of staff in the engagement processes held to date and the overwhelming alignment of views.

Next Steps

- Finalise consultation with staff and make any amendments – End of March 17
- Approval by University Executive (and Council if required) – mid April 17
- Implement by mid 2017.
### Planning and Performance Measurement

**Data Source:** PPM PT Load, 2012-2016 as at 19 December 2016 - these data are provisional and not yet verified

**Filters:**
- Load by Teaching College and Teaching Faculty/School/Centre by Career

**Data Source:** PPM PT Staff Full-time and Fractional Data as at 31st March 2016

**Filters:**
- Current College (Excludes Academic Support, ANU Service Units and Other), Current Faculty/School/Centre by Academic and Non-Academic FTE

Prepared by: Kim Gower - ISDT

Date prepared: 3/02/2017

---

**ANU College and School and Career by Staff FTE and Load**

<table>
<thead>
<tr>
<th>Teaching College *</th>
<th>Faculty/School/Centre</th>
<th>Professional</th>
<th>Academic</th>
<th>Total</th>
<th>HDR</th>
<th>PGrad</th>
<th>UGrad</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts &amp; Social Sciences</strong></td>
<td>ANU College of Arts and Social Sciences</td>
<td>51.7</td>
<td>3.0</td>
<td>54.7</td>
<td>11.6</td>
<td>26.8</td>
<td>163.2</td>
<td>201.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Humanities and the Arts</td>
<td>50.1</td>
<td>115.4</td>
<td>165.5</td>
<td>244.1</td>
<td>167.8</td>
<td>1,125.9</td>
<td>2,001.7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Social Sciences</td>
<td>36.4</td>
<td>127.3</td>
<td>163.7</td>
<td>160.7</td>
<td>70.5</td>
<td>1,248.5</td>
<td>8.9</td>
<td>1,497.6</td>
</tr>
<tr>
<td></td>
<td>Australian National Internships Program</td>
<td>1.0</td>
<td>13.0</td>
<td>14.0</td>
<td>0.3</td>
<td>14.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Arts &amp; Social Sciences Total</strong></td>
<td></td>
<td>138.2</td>
<td>245.6</td>
<td>383.8</td>
<td>425.4</td>
<td>266.0</td>
<td>2,550.6</td>
<td>11.1</td>
<td>3,253.1</td>
</tr>
<tr>
<td><strong>Asia &amp; the Pacific</strong></td>
<td>ANU College of Asia and the Pacific</td>
<td>60.7</td>
<td>2.0</td>
<td>62.7</td>
<td>2.6</td>
<td>1.5</td>
<td>32.8</td>
<td>36.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Australian Centre on China in the World</td>
<td>5.8</td>
<td>13.0</td>
<td>18.8</td>
<td>17.1</td>
<td>3.4</td>
<td>20.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Coral Bell School of Asia Pacific Affairs</td>
<td>26.5</td>
<td>73.9</td>
<td>99.5</td>
<td>99.0</td>
<td>437.4</td>
<td>218.6</td>
<td>2.9</td>
<td>768.9</td>
</tr>
<tr>
<td></td>
<td>ANU Crawford School of Public Policy</td>
<td>55.9</td>
<td>82.9</td>
<td>138.8</td>
<td>125.3</td>
<td>441.0</td>
<td>2.5</td>
<td>2.5</td>
<td>571.3</td>
</tr>
<tr>
<td></td>
<td>Regulatory Institutions Network program</td>
<td>6.8</td>
<td>21.2</td>
<td>28.0</td>
<td>22.7</td>
<td>0.1</td>
<td>1.5</td>
<td>24.4</td>
<td></td>
</tr>
<tr>
<td></td>
<td>School of Culture, History and Language</td>
<td>14.2</td>
<td>75.8</td>
<td>90.1</td>
<td>110.7</td>
<td>34.2</td>
<td>374.3</td>
<td>1.6</td>
<td>520.8</td>
</tr>
<tr>
<td><strong>Asia &amp; the Pacific Total</strong></td>
<td></td>
<td>169.9</td>
<td>267.9</td>
<td>437.7</td>
<td>378.4</td>
<td>917.5</td>
<td>628.3</td>
<td>8.5</td>
<td>1,932.7</td>
</tr>
<tr>
<td><strong>Business &amp; Economics</strong></td>
<td>ANU College of Business and Economics</td>
<td>37.9</td>
<td>2.0</td>
<td>39.9</td>
<td>0.1</td>
<td>5.6</td>
<td>37.8</td>
<td>43.5</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Accounting</td>
<td>3.7</td>
<td>23.7</td>
<td>27.4</td>
<td>13.2</td>
<td>507.4</td>
<td>0.9</td>
<td>800.9</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Economics</td>
<td>5.7</td>
<td>35.0</td>
<td>40.7</td>
<td>32.1</td>
<td>185.6</td>
<td>0.5</td>
<td>806.2</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Finance, Actuarial Studies and Statistics</td>
<td>5.0</td>
<td>46.8</td>
<td>51.8</td>
<td>32.9</td>
<td>870.9</td>
<td>6.8</td>
<td>1,589.6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Management</td>
<td>4.1</td>
<td>39.3</td>
<td>43.4</td>
<td>19.7</td>
<td>386.0</td>
<td>1.6</td>
<td>520.8</td>
<td></td>
</tr>
<tr>
<td><strong>Business &amp; Economics Total</strong></td>
<td></td>
<td>56.4</td>
<td>146.5</td>
<td>203.2</td>
<td>98.0</td>
<td>1,843.4</td>
<td>2,224.8</td>
<td>7.1</td>
<td>4,173.2</td>
</tr>
<tr>
<td><strong>Engineering &amp; Computer Science</strong></td>
<td>ANU College of Engineering and Computer Science</td>
<td>42.4</td>
<td>3.0</td>
<td>45.4</td>
<td>5.1</td>
<td>4.1</td>
<td>9.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Computer Science</td>
<td>6.0</td>
<td>36.5</td>
<td>42.5</td>
<td>73.5</td>
<td>178.8</td>
<td>441.1</td>
<td>3.4</td>
<td>696.7</td>
</tr>
<tr>
<td></td>
<td>Research School of Engineering</td>
<td>28.8</td>
<td>79.7</td>
<td>108.4</td>
<td>147.4</td>
<td>112.9</td>
<td>556.4</td>
<td>9.8</td>
<td>826.3</td>
</tr>
<tr>
<td></td>
<td>Research School of Computer Science</td>
<td>6.0</td>
<td>36.5</td>
<td>42.5</td>
<td>73.5</td>
<td>178.8</td>
<td>441.1</td>
<td>3.4</td>
<td>696.7</td>
</tr>
<tr>
<td><strong>Engineering &amp; Computer Science Total</strong></td>
<td></td>
<td>72.2</td>
<td>119.2</td>
<td>196.3</td>
<td>220.9</td>
<td>298.8</td>
<td>997.5</td>
<td>17.3</td>
<td>1,532.4</td>
</tr>
<tr>
<td><strong>Law</strong></td>
<td>ANU College of Law</td>
<td>56.8</td>
<td>95.3</td>
<td>152.1</td>
<td>37.8</td>
<td>1,395.9</td>
<td>1,009.3</td>
<td>6.0</td>
<td>2,448.9</td>
</tr>
<tr>
<td></td>
<td>Law School</td>
<td>4.8</td>
<td>51.4</td>
<td>56.2</td>
<td>37.6</td>
<td>278.0</td>
<td>1,009.1</td>
<td>1.6</td>
<td>1,324.6</td>
</tr>
<tr>
<td></td>
<td>Legal Workshop</td>
<td>3.0</td>
<td>41.9</td>
<td>44.9</td>
<td>0.1</td>
<td>1,117.9</td>
<td>0.1</td>
<td>4.4</td>
<td>1,122.6</td>
</tr>
<tr>
<td><strong>Law Total</strong></td>
<td></td>
<td>64.8</td>
<td>148.7</td>
<td>213.5</td>
<td>37.8</td>
<td>1,395.9</td>
<td>1,009.3</td>
<td>6.0</td>
<td>2,448.9</td>
</tr>
<tr>
<td><strong>Medicine, Biology &amp; Environment</strong></td>
<td>ANU College of Medicine, Biology and Environment</td>
<td>71.2</td>
<td>71.2</td>
<td>142.4</td>
<td>25.4</td>
<td>25.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>ANU Medical School</td>
<td>36.2</td>
<td>33.3</td>
<td>69.5</td>
<td>37.2</td>
<td>383.8</td>
<td>12.5</td>
<td>433.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fenner School of Environment and Society</td>
<td>37.2</td>
<td>49.8</td>
<td>86.9</td>
<td>68.9</td>
<td>194.7</td>
<td>1.8</td>
<td>357.1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>John Curtin School of Medical Research</td>
<td>63.8</td>
<td>74.1</td>
<td>137.9</td>
<td>74.4</td>
<td>8.0</td>
<td>100.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Population Health</td>
<td>36.5</td>
<td>59.4</td>
<td>95.9</td>
<td>74.4</td>
<td>18.3</td>
<td>554.5</td>
<td>0.1</td>
<td>609.6</td>
</tr>
<tr>
<td></td>
<td>Research School of Psychology</td>
<td>13.1</td>
<td>24.2</td>
<td>37.3</td>
<td>53.3</td>
<td>14.6</td>
<td>377.8</td>
<td>0.3</td>
<td>449.5</td>
</tr>
<tr>
<td></td>
<td>Research School of Biology</td>
<td>78.5</td>
<td>135.6</td>
<td>214.1</td>
<td>127.2</td>
<td>46.1</td>
<td>468.3</td>
<td>1.8</td>
<td>643.4</td>
</tr>
<tr>
<td><strong>Medicine, Biology &amp; Environment Total</strong></td>
<td></td>
<td>336.6</td>
<td>378.2</td>
<td>714.8</td>
<td>458.1</td>
<td>539.8</td>
<td>1,103.8</td>
<td>9.0</td>
<td>2,105.9</td>
</tr>
<tr>
<td><strong>Physical &amp; Mathematical Sciences</strong></td>
<td>ANU College of Physical and Mathematical Sciences</td>
<td>0.8</td>
<td>8.4</td>
<td>9.2</td>
<td>16.1</td>
<td>16.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Centre for Advanced Microscopy</td>
<td>6.9</td>
<td>6.9</td>
<td>13.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Australian National Centre for the Public Awareness of Science</td>
<td>0.0</td>
<td>18.8</td>
<td>35.3</td>
<td>43.4</td>
<td>0.1</td>
<td>97.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Mathematical Sciences Institute</td>
<td>9.5</td>
<td>45.4</td>
<td>54.9</td>
<td>37.6</td>
<td>13.9</td>
<td>365.1</td>
<td>1.9</td>
<td>414.8</td>
</tr>
<tr>
<td></td>
<td>Research School of Astronomy and Astrophysics</td>
<td>24.0</td>
<td>49.4</td>
<td>73.4</td>
<td>29.9</td>
<td>4.3</td>
<td>131.1</td>
<td>0.2</td>
<td>241.8</td>
</tr>
<tr>
<td></td>
<td>Research School of Chemistry</td>
<td>51.7</td>
<td>39.3</td>
<td>91.0</td>
<td>101.9</td>
<td>198.0</td>
<td>0.3</td>
<td>300.3</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research School of Earth Sciences</td>
<td>58.3</td>
<td>56.4</td>
<td>114.7</td>
<td>82.7</td>
<td>14.2</td>
<td>67.9</td>
<td>0.3</td>
<td>165.1</td>
</tr>
<tr>
<td></td>
<td>Research School of Physics and Engineering</td>
<td>93.8</td>
<td>122.8</td>
<td>216.6</td>
<td>148.2</td>
<td>17.7</td>
<td>146.9</td>
<td>0.8</td>
<td>313.5</td>
</tr>
<tr>
<td><strong>Physical &amp; Mathematical Sciences Total</strong></td>
<td></td>
<td>245.0</td>
<td>321.2</td>
<td>566.2</td>
<td>410.0</td>
<td>85.4</td>
<td>846.8</td>
<td>3.4</td>
<td>1,350.6</td>
</tr>
<tr>
<td><strong>Joint Colleges of Science</strong></td>
<td>JC</td>
<td>68.7</td>
<td>68.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Joint Colleges of Science</td>
<td>68.7</td>
<td>68.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nat Ctr for Indigenous Studies</td>
<td>NCIS</td>
<td>6.9</td>
<td>6.9</td>
<td>12.9</td>
<td>10.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nat Ctr for Indigenous Studies Total</td>
<td>6.9</td>
<td>6.9</td>
<td>12.9</td>
<td>10.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td>1,169.4</td>
<td>1,585.2</td>
<td>2,754.6</td>
<td>2,048.1</td>
<td>5,345.4</td>
<td>9,365.1</td>
<td>57.4</td>
<td>16,816.0</td>
</tr>
</tbody>
</table>

* Excludes Academic Support, ANU Service Units and Other
ACADEMIC BOARD

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

Present: Professor Lo (Chair), Professor Schmidt, Professor Hughes-Warrington, Ms Baly (for Professor Leitch), Ms Edge, Dr Milnes (for Ms Mathey), Dr Fruehling (for Professor Wesley), Associate Professor Schultz (for Professor Clarke), Professor Spender (for Professor Bottomley), Professor Mitchell, Professor Whelehan, Ms Missingham, Professor Clements, Professor Abhayapala, Dr Whiting, Dr Craig, Dr Jolly (for Dr Schmidt), Associate Professor Sault, Professor Pitchford, Dr Lu, Dr Banwell, Dr Rajendran, Dr Robins, Ms Nott, Ms Snowball, Ms Shaw, Mr Connolly, Professor Dodson, Associate Professor Gustavson.

Apologies: Professor Harding, Professor Cardew-Hall, Professor Baker, Professor Leitch, Ms Mathey, Professor Frances, Professor Wesley, Professor Clarke, Professor Huntington, Professor Bottomley, Professor Kirk, Professor Cowan, Associate Professor Newitt, Associate Professor Gustavson, Dr Kennedy, Dr Schmidt, Dr Lahiri-Dutt, Professor Blaxland, Professor Goh, Dr Hijazi, Dr Tricoli, Dr Saunders, Associate Professor Gani, Dr van Kerkhoff, Professor Close, Professor Bicknell, Ms Martin.

By Invitation: Ms Rowley, Ms Motion, Mr Lutley.

Observers: Mr Evans, Ms Gregory, Ms Angel, Ms Higgins, Ms Gouldthorp, Ms Amour, Ms Wright.

In Attendance: Ms Caughey Hutt.

Unconfirmed Minutes

Part 1 – Procedural Items

Item 1 Apologies and announcements

1.1 Apologies
The apologies recorded above were noted.

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

1. Welcome to Ms Ariel Edge, the new Registrar of Division of Student Administration.

2. The Board farewells Dr Hassan Hijazi, who will be leaving the University on 1 July. The Board thanks Dr Hijazi for all his contributions, including his participation in the Academic Board Working Party. The Board wishes Dr Hijazi continued success in the next chapter of his career.

3. The Board farewells Ms Kate Molloy, the outgoing Director for the Corporate Governance and Risk Office. Ms Molloy has been a pillar of support for academic governance and the Board sends its thanks to Ms Molloy and wishes her all the best for her future endeavours.

4. Mr Chris Reid commences as the new Director for the Corporate Governance and Risk Office on 7 July 2017.

5. Welcome to the observers in attendance.
Item 2  Conduct of Academic Board members: conflict of interest and duties under the Public Governance, Performance & Accountability Act 2013

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

Item 3  Starred items
The starred items were: 1-5, 7-11, 13-14, 16-17, 19, 29-30, 43.
Item 35 was starred by the ANU Medical School.
Item 21 was starred by the Academic Board.

Resolution
The Academic Board resolved to approve unstarred items.

Item 4  Minutes

Resolution
The Academic Board accepted the minutes (540/2017) of meeting 2/2017 of the Academic Board held on 2 May 2017 as a true and accurate record.

Item 5  Matters arising from the minutes & action items
The Board received an update from the Dean, Higher Degree Research on the Pathways to the PhD Working Party Report, noting the matrix has been developed to assess indicators and types of evidence, and is due for implementation by December 2017. The matrix requires further consultation and the implications of the admissions review by the Service Improvement Group need to be considered. This item will be discussed at the Higher Degree Research Committee meeting in August and the Dean, Higher Degree Research will report back to Academic Board 6/2016.

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

Item 6  Appeals Panel Appointments

Resolution
The Academic Board approved the appointment of Associate Professor Keturah Whitford (CBE), Professor Tom Gedeon (CECS), Dr Julley Beckman (CMBE), Dr Brian Billups (CMBE), Dr Stephan Fruehling (CAP), Associate Professor Simon Avenell (CAP), Dr Christine Helliwell (CASS), Associate Professor Tony Licata (CPMS), Dr Lindy Orthia (CPMS), Dr Anthony Hopkins (CoL), and Ms Rhiannon McGlinn (undergraduate student), to the Appeals Panel in accordance with section 13 of the Appeals Rules 2015 for a term of 2 years commencing on 1 July 2017.

Item 7  Confidential items
The Academic Board noted that item 27 is confidential.

Part 2 – Information Flow

Item 8  Report from the Vice-Chancellor
The Board discussed the report, noting:

- The 457 visas issue poses an existential risk to the University, who is lobbying the Government. If an area is being affected by this issue, please advise the Office of the Vice-Chancellor.
- The Vice-Chancellor attended the Crawford Leadership Forum and discussion have been ignited by the significant developments in the last 12 months (for example Brexit and the United States Presidential Elections).
- Professor Graham Farquhar has won the 2017 Kyoto Prize.
The University was ranked 20 in the world by the QS ranking.
The recent unsuccessful recruitment rounds are not a sign of a larger issue. University administration is difficult to recruit into because of the academic and administrative expertise required. The second rounds will utilise different techniques to target desired candidates, while maintaining recruitment integrity.
The recruitment of the Provost will be conducted in the standard manner of recruiting of senior positions.
The Academic Board has requested that all six University Plans, supporting the Strategic Plan are to be tabled at Academic Board 4/2017, with a paper that outlines how the plans will be implemented as a whole.

Resolution
The Academic Board noted the report.

Item 9  Report from the Deputy Vice-Chancellor (Academic)
The Board discussed the report, noting:
• The National Admissions Working Party has submitted its report to the Education Minister.
• There is continued discussion to improve collaboration between the state Tertiary Admission Centres.
• The Tuckwell Scholars applications are down to the final 73. For the first time, students from disadvantaged schools are being identified using the Index of Community Socio-Educational Advantage (ICSEA). At least 20 of the final 73 students are from ICSEA disadvantaged schools. This provides an objective way of checking the spread of students for diversity.

Resolution
The Academic Board noted the report.

Item 10 Report from the Deputy Vice-Chancellor (Research & Innovation)
The Board discussed the report noting that members may send questions on the report to secretary.academic.board@anu.edu.au.

Resolution
The Academic Board noted the report.

Item 11 Report from the Chair
The Board discussed the report, noting:
• The Student Partnerships Working Party has been constituted and has developed a draft charter. The list of proposed initiatives is out for consultation with students and the Colleges. The Working Party will provide a report for Academic Board 4/2017. Members were asked to consider upcoming projects in which students may be able to participate and advise their College Dean or Associate Dean, Education.
• It is an important responsibility for members to attend and participate in Academic Board meetings.

Resolution
The Academic Board noted the report.

Item 12  Approvals by Executive Action

Resolution
The Academic Board noted the report on approvals by Executive Action by the Chair and endorsed the decisions taken.
Item 13  General question time
The Board discussed the issues raised during General Question Time, noting:

**Bullying and harassment: Re-evaluation of the procedures in place for students**
- Due to apologies from key members in the portfolio, the topic on Bullying and Harassment procedures will be held over to the next meeting.

**Changes to Government Funding**
- The University is having ongoing discussions with the Education Minister. The changes to funding were announced with no consultation and the long term impact is wider than immediate changes to funding. The media campaign about university waste and budget surpluses does not account for long term projects and capital works funding.
- Funding changes include 2.5% efficiency dividend to CGS funding and a 7.5% rise to student fees, in addition to inflation. The average CSP contribution drops from 58-52%, but some disciplines will be disproportionately affected. Future funding allocation includes unspecified measures, and there is concern about what those measures will be. Overall, the changes result in a 10% cut to university funding, while student fees are increasing.
  - The sector is united against the proposed funding cuts.
  - The University is least effected by the changes, provided the changes are passed in full.
  - There is no plan to use compulsory redundancies a budget measure however, voluntary redundancies may be utilised in certain circumstances.
  - The university acknowledges that student services are not over resourced and there are no plans to cut these positions.
  - However, the University cannot make any commitments on budget measures while the full impact is unknown.

**Helping staff balance teaching, research and other commitments to the university**
- Everyone has to manage their workload but the key for the University is to not expect unreasonable workloads. For example, the teaching load and administrative loads are not evenly spread across all staff. This approach needs to change and teaching, research, outreach and administration activities need to be balanced.
- Foundations of research need to be used to build teaching and outreach activities.
- An incentive structure needs to drive a balance of work activities.
- There is work underway to look at supporting academic staff and teaching activities.
- Uneven teaching loads has been a consistent issue in school reviews. This needs to be unpicked this by managing the student numbers and Colleges have been asked to place nominal caps on programs for 2018.
- Promotions have been expanded to include collaboration criteria, to note staff who do not participate in broader University activities.
- The University has world leading scholarship on work-life balance and this should be utilised.
- There are important external drivers that also impact on workloads, for example grant applications, which are necessary to stay competitive.

**Resolution**
The Board noted the matters raised.

Part 3 – Strategy and Planning

Item 14  Hot Topic: SELT Review

*Item 14.1 SELT Tool*
The Board discussed the item, noting:
- The Academic Board received a brief presentation from Ms Sara Rowley from Planning and Performance Management.
The student experience and learning framework was implemented in 2009/2010 and SELT was moved from paper model to an online model.

At this time, SELT was expanded to capture university support for student learning.

However, there were no indicators or flags against SELT. When ANU 2020 implemented there was a KPI added to the SELT results and Colleges were asked to reflect on how to address issues at the course level.

In 2015, the SELT Working Party developed a number of recommendations, and development to implement them has been ongoing.

**Resolution**
The Academic Board noted the report and discussion of the new SELT tool.

*Item 14.2 Beyond SELT: A new framework for teaching and learning enhancement*

The Board discussed the presentation, noting:

- The Academic Board received a brief presentation from Ms Sara Rowley from Planning and Performance Management.
- The Associate Dean Education from the Joint Colleges of Science and the College of Computer Science and Engineering have collaborated with Planning and Performance Management to develop a proposed new framework for SELT. The framework is being discussed by the University Education Committee.
- CHELT has been considered to support the new framework but there it was agreed that it is necessary to have discipline specific knowledge.
- Expertise in the University should be utilised (e.g. statistics & demography)
- The 5 point scale is industry practice.
- There has been analysis on the impact of class size and it showed class sizes only impacted on results for first year courses.
- The University has one of the highest response rates. Bond trialled compulsory completion but they did not receive any qualitative feedback, so there needs to be a balance between response rates and the receipt of qualitative feedback.
- It is important for students to know how to complete SELT, especially about how to provide good qualitative feedback.
- SELT is offered for all coursework courses. Conveners may also request the mid-semester evaluation.
- Planning and Performance management is investigating the use of an e-form for convenors to submit a request for SELT.
- If an objective is to facilitate feedback during a course, Colleges need to consider course representatives and the support they are provided.
- CHELT has previously prepared an annotated bibliography but this will be updated as part of developing the new framework. Planning and Performance Management also participates in the informal sharing of research in the sector.
- It would be beneficial to include a focus group dedicated to internship courses, as it is difficult to capture learning in these courses.
- The University needs to have this conversation because future funding will be partly performance based (e.g. student feedback and QILT). A working party has been constituted to look at measurements. There is agreement that the new tool must be holistic. The tool must also be cognisant of career level and the influence of gender on results. The report of the working party will come to Academic Board.
- Academic Board has requested an update on the progress of the new SELT tool, including benchmarking that incorporates institutions with high student satisfaction (not necessarily just Go8) and details of how scholarship has informed the development process, to be reported back to Academic Board 6/2017.
Resolution
The Academic Board noted the ongoing consultation at University Education Committee on the principles and procedures proposed for a new framework for course review, reporting and improvement.

Item 15  UEC Scoping Item 2017: What skills and abilities do domestic employers admire in our graduates? Where do we need to better support students to achieve great careers?

Resolution
The Academic Board noted the discussion points around the skills and abilities that domestic employers admire in our graduates, and we need to better support students to achieve great careers.

Item 16  ANU Advancement Education program
The Board received a brief presentation from Ms Motion and Mr Lutley from More Partnerships.

The Board discussed the presentation, noting:

- The University has produced a Strategic Plan for institution but it is addressed to an internal audience. A case for support is the externally facing version of the plan for people who may want to support the university.
- It is to be used as a tool for University staff to speak with common and consistent language. It provides a common source from which subsequent materials can be derived.
- The case for support is a living document that will continue to evolve and will be refined based on feedback from donors and the Colleges.
- The document is worthless if it doesn’t resonate with donors but must also resonate with the key priorities of the Colleges.
- 95% of donations received are given to a specific program.
- The case for support also allows staff to identify when a donor wants to provide support that does not align with the University’s objectives.
- A case for support needs the support of the Academic community.
- The Board suggested that the categorisation of scholarship differentiate between postgraduate coursework and higher degree research.
- This is an accelerating piece of work for Alumni & Philanthropic Relations.
- The case support is not about requiring staff to raise money but about providing the tools needed to get involved and to educate staff on how to identify opportunities that arise. Staff will not be required to do anything they do not want to do.
- Student input has been provided via the student representative on the Board of Governors.
- It is important to maintain the separation between donations and the awarding of honorary degrees, to ensure there is no perception that honorary degrees can be bought. No ANU honorary degrees have been awarded because of donations made to the University. Recipients have been awarded for the impact they have had on change in the University and the sector.

Resolution
The Academic Board:
1. Noted the refined and condensed Institutional Case for Support (Attachment A), v8.2 and proposed roll out schedule.
2. Noted and discussed the presentation from Sion Lutley and Joanna Motion from More Partnership on the ANU Institutional Case for Support.
3. Noted that this version of the Institutional Case for Support will be used by Colleges from May 2017 onwards to assist the development of college-specific Cases for Support by 31 October 2017.
3. Noted that, as part of the production of college-specific cases for support, the existing ‘warehouse’ of prioritised projects for philanthropic support (Attachment B) will be refined and, where appropriate, project-specific cases for support will be produced with greater detail for use in approaches to potential donors.

4. Noted the proposal to utilise the ANU Grand Challenges scheme to identify and reward top research projects at ANU that align with the Institutional Case for Support.

Item 17 ANU Education 2015 Closeout
The Board discussed the closeout of the ANU Education 2015 Plan, noting:
- The purpose of the close out is to ensure good governance.
- The plan still includes a couple of amber indicators and work will continue on the key items.
- Colleges are encouraged to consider if there are any items in the old plan that would like to see in the new plan.
- The University will not stop working on items in the previous plan, just because it is closed out.
- The Academic Board confirmed that it would like to see traffic light reporting, with the next update at Academic Board 6/2016.
- If any members have any additional ideas or comments, they may send them to secretary.academic.board@anu.edu.au.

Resolution
The Academic Board noted the final resolutions regarding the ANU Education Portfolio Operational Plan.

Item 18 Proposed changes to the publication of Tertiary Education Quality and Standards Agency (TEQSA) decisions

Resolution
The Academic Board noted the proposed changes to the publication of Tertiary Education Quality and Standards Agency (TEQSA) decisions (Appendix A) and the submissions made in response by the Group of Eight (Go8) (Appendix B) and Universities Australia (UA) (Appendix C).

Item 19 National Code of Practice for Providers of Education and Training to Overseas Students Consultation Draft
The Board noted that ANUSA and PARSA were not consulted, and requested that they are consulted on appropriate matters, especially on items within the Student Associations remit. The Executive noted this was an oversight due to the very short timeframe to response and that they would work to ensure consultation with ANUSA and PARSA in future.

Resolution
The Academic Board noted the submission made to the Department of Education and Training on the proposed National Code of Practice for Providers of Education and Training to Overseas Students consultation draft. (Appendix C).

Part 4 – Academic Standards and Quality

Item 20 Academic Integrity Report

Resolution
The Academic Board noted the academic integrity matters reported.

Part 5 – Policy

Item 21 Research Training Program Scholarships Policy and Procedure
The Board discussed the policy and procedure, noting:
• Institutions may opt to keep New Zealand Citizen fees at the domestic rate.
• Some previsions, (for example, maternity leave) will be revisited by the Higher Degree Research Committee.

Resolution
The Academic Board:
(i) approved the proposed Research Training Program RTP policy and procedure (to come into effect by 30 June 2017); and
(ii) noted that a RTP budget modeller is in development by F&BS to allow the number of domestic and international stipend and fee scholarships to be offered in 2018 to be modelled (for discussion by the Senior Management Group (SMG) on 15/28 June 2017).

Part 6 – Reports from Committees and Units

Item 22 Report from University Education Committee
Resolution
The Academic Board noted the report.

Item 23 Report from University Research Committee
Resolution
The Academic Board noted the report.

Item 24 HEA Fellows
Resolution
The Academic Board noted the update on the progress and achievements of the ANU Educational Fellowship Scheme.

Item 25 Timetabling late changes requests
Resolution
The Academic Board noted the report detailing timetabling changes after the release of the draft timetable for Semester 1 and Semester 2, 2016.

Item 26 Admissions Incidents Report
Resolution
The Academic Board approved:
1. The admissions incident report for 2016 and the corrective actions to be implemented.
2. That Admission incidents continue to be reported to UEC on an individual basis, where incidents highlight process or procedural insufficiencies.

Item 27 Joint Colleges of Science Enrolment Incident (August 2016)
Resolution
The Academic Board noted the report provided by the ANU Joint Colleges of Science relating to an enrolment incident that occurred in Semester 2 2016.

Item 28 Cases for English Language Equivalency 2016 Report
Resolution
The Academic Board:
1. Noted the Case for English Language Equivalency (CELE) report
2. Approved that the 2017 Cases for English Language Equivalency (CELE) report be presented by UEC 3/2018.
Item 29  Report from Academic Board Accreditation Subcommittee
The Board discussed the Report, noting:

- Work is underway by the Academic Standards and Quality Office to consider the processes and procedures for program and course accreditation.
- The University Education Committee is currently considering a review of University Education Committees, to streamline the committee structure, noting there are now five University Education Committees. The next iteration of the proposed structure will be considered at University Education Committee 4/2017.
- The Accreditation Subcommittee requested clarification as to whether the manuals for the Standardisation of International Postgraduate Coursework Assessment (item 32) are for internal or external distribution. Admissions has advised that it is intended a modified version would be made available to agents and to direct applicants, similar to the current Undergraduate international table it will contain wording that it is to be used as a guide only.
- Items regarding admission requirements are typically urgent, have undergone development by subject matter experts in the Admissions Office and should not be held up. Where the Subcommittee requests further information, this will be requested for the next Academic Board, where the approval takes place, so as not to delay the approval process.

Resolution
The Academic Board noted the report.

Part 7 – Accreditation
Item 30  Accreditation Approvals Out-of-Session; establishing an approval framework

Resolution
The Academic Board approved the following recommendations:

1. All requests for program and course accreditation approvals by Executive Action must be considered by the Academic Board Accreditation Subcommittee, who will make a recommendation to the Chair, Academic Board. The Chair, Academic Board will consider requests for accreditation approval on recommendation of the Academic Board Accreditation Subcommittee. The final decision of Executive Action is with the Chair, Academic Board.
2. Where a request must be considered before the next scheduled meeting, the Academic Board Accreditation Subcommittee will consider requests out-of-session. Out-of-session requests will all be considered on the first Wednesday of each month, unless the first Wednesday falls within 5 working days of the next Academic Board Accreditation Subcommittee meeting.

Item 31  CMBE/CPMS request for exemptions from early review of programs

Resolution
The Academic Board approved the following recommendation:

1. That reviews of the MBBS program, the Bachelor of Mathematical Sciences and Graduate Certificate of Science are not required in 2017.
**Item 32**  
Standardisation of International Postgraduate Coursework Assessment  

**Resolution**  
The Academic Board approved the proposed assessment conversions for China, Malaysia & Singapore.

**Item 33**  
MChD Admissions Transfer Requirements  

**Resolution**  
The Academic Board approved the parameters and conditions of transfer for Domestic Students at Australia Graduate Medical Schools.

**Item 34**  
Indigenous Pathway into MChD  

**Resolution**  
The Academic Board approved the Direct and Accelerated GEMSAS pathways for Indigenous students into the ANU Medical School.

**Item 35**  
Tuckwell-MChD Pathway  
The Board discussed the proposed pathway, noting:  
- The Medical School agrees to set a minimum GPA of 5.6 GPA, which aligns with standard admission requirements to the MChD.  
- The Tuckwell interview process is rigorous and includes 5 individual and 2 group interviews, so there is no value-add in a Medical School interview.  

**Resolution**  
The Academic Board approved the agreement between the Tuckwell Board and the ANU Medical School in nominating up to 3 Tuckwell scholars for guaranteed entry in to the ANU Medical School following successful graduation in their entry degree, upon meeting the following requirements:  
1. The pathway is limited to successful applicants at the Tuckwell Stage 3 selection interviews; students are required to have declared upfront an interest in studying medicine in all 3 stages of the Tuckwell application process.  
2. The ANU’s Deputy Vice-Chancellor (Academic) will advise applicants of the outcome of the Tuckwell Stage 3 (final stage) selection interviews.  
3. The highest ranked 3 scholarship recipients who have nominated for the Tuckwell-MChD pathway will receive a letter offering a guaranteed admission to the Tuckwell-MChD pathway by the Dean of the ANU Medical School.  
4. Confirmation of an offer for acceptance in the MChD will be given in September of the academic year preceding the anticipated year of enrolment in the MChD, conditional on completion of an AQF level 7 degree at the ANU.  
5. Given the rigorous selection criteria for the Tuckwell Scholars, the following standard admissions conditions are waived for the Tuckwell-MChD pathway admissions requirements: GAMSAT and Medical School interview.  
6. Admission to the MChD via the Tuckwell-MChD pathway will require a minimum GPA of 5.6

**Item 36**  
Credit and Articulation Arrangements  

**Resolution**  
The Academic Board noted the updated credit and articulation arrangements.
Item 37  GPA calculations for ANU College Foundation Studies 2017 Graduates

Resolution
The Academic Board approved that:
1. The current hurdle requirement of 65%+ for AAE (Advanced Academic English) for the progression of Foundation Studies graduates from ANU College into ANU degree programs be retained;
2. Students have to receive 50% for AE (Academic English) to progress to Semester 2;
3. The GPA calculations for Foundation Studies graduates exclude results for first semester English (AE) as well as Computer Applications.

Item 38  Use of GRE General Test or GMAT and Work Experience as an Alternative Graduate Entry Pathway

Resolution
The Academic Board approved the entry requirements proposed in Appendix A.

Item 39  ANU College Courses
Item 39.1 New ANU College Courses

Resolution
The Academic Board approved the new ANU College courses as detailed below.

<table>
<thead>
<tr>
<th>College</th>
<th>Course Name</th>
<th>Course Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANUC</td>
<td>Achieve Literacy</td>
<td>PREP1010</td>
</tr>
<tr>
<td>ANUC</td>
<td>Achieve Numeracy</td>
<td>PREP1011</td>
</tr>
<tr>
<td>ANUC</td>
<td>Activate Literacy</td>
<td>PREP1016</td>
</tr>
<tr>
<td>ANUC</td>
<td>Activate Mathematics</td>
<td>PREP1018</td>
</tr>
<tr>
<td>ANUC</td>
<td>Activate Numeracy</td>
<td>PREP1017</td>
</tr>
<tr>
<td>ANUC</td>
<td>Advance Literacy</td>
<td>PREP1013</td>
</tr>
<tr>
<td>ANUC</td>
<td>Advance Numeracy</td>
<td>PREP1014</td>
</tr>
<tr>
<td>ANUC</td>
<td>Applied English: Argument and Debate</td>
<td>PREP1123</td>
</tr>
<tr>
<td>ANUC</td>
<td>Applied English: Essay Writing</td>
<td>PREP1122</td>
</tr>
<tr>
<td>ANUC</td>
<td>Business Studies: Accounting Procedures</td>
<td>PREP1125</td>
</tr>
<tr>
<td>ANUC</td>
<td>Business Studies: e-Business and Marketing</td>
<td>PREP1124</td>
</tr>
<tr>
<td>ANUC</td>
<td>Chemistry: Biochemistry</td>
<td>PREP1133</td>
</tr>
<tr>
<td>ANUC</td>
<td>Chemistry: Chemical Reactions</td>
<td>PREP1132</td>
</tr>
<tr>
<td>ANUC</td>
<td>Critical Thinking: Critical Thinking in Society</td>
<td>PREP1135</td>
</tr>
<tr>
<td>ANUC</td>
<td>Critical Thinking: The Art of the Argument</td>
<td>PREP1134</td>
</tr>
<tr>
<td>ANUC</td>
<td>Extension Mathematics: Complex Numbers and General Sequences and Series</td>
<td>PREP1138</td>
</tr>
<tr>
<td>ANUC</td>
<td>Extension Mathematics: Linear Algebra and Further Calculus</td>
<td>PREP1137</td>
</tr>
<tr>
<td>ANUC</td>
<td>History: Twentieth Century</td>
<td>PREP1128</td>
</tr>
<tr>
<td>ANUC</td>
<td>Independent Research Project</td>
<td>PREP1015</td>
</tr>
<tr>
<td>ANUC</td>
<td>Independent Research Proposal: Research Skills and Project Proposal</td>
<td>PREP1012</td>
</tr>
<tr>
<td>ANUC</td>
<td>Independent Research: Advanced</td>
<td>PREP1117</td>
</tr>
<tr>
<td>ANUC</td>
<td>International Studies</td>
<td>PREP1129</td>
</tr>
<tr>
<td>ANUC</td>
<td>Legal Studies</td>
<td>PREP1136</td>
</tr>
<tr>
<td>ANUC</td>
<td>Macroeconomics</td>
<td>PREP1131</td>
</tr>
<tr>
<td>ANUC</td>
<td>Mathematics: Introduction to Calculus</td>
<td>PREP1120</td>
</tr>
<tr>
<td>ANUC</td>
<td>Mathematics: Real Functions and their Graphs</td>
<td>PREP1121</td>
</tr>
<tr>
<td>ANUC</td>
<td>Microeconomics</td>
<td>PREP1130</td>
</tr>
<tr>
<td>ANUC</td>
<td>Physics: Revolutions in Modern Physics</td>
<td>PREP1127</td>
</tr>
<tr>
<td>ANUC</td>
<td>Physics: Waves and Optics</td>
<td>PREP1126</td>
</tr>
<tr>
<td>ANUC</td>
<td>Psychology of Learning</td>
<td>PREP1139</td>
</tr>
<tr>
<td>ANUC</td>
<td>Qualitative Research Skills</td>
<td>PREP1118</td>
</tr>
<tr>
<td>ANUC</td>
<td>Quantitative Research Skills</td>
<td>PREP1119</td>
</tr>
<tr>
<td>ANUC</td>
<td>Social Psychology</td>
<td>PREP1140</td>
</tr>
</tbody>
</table>
Item 40  Non-Award Programs

Item 40.1 New Non-Award Programs

Resolution
The Academic Board approved the following recommendations:

1. New non-award programs are approved and accredited as detailed below.

<table>
<thead>
<tr>
<th>College</th>
<th>Program Name</th>
<th>Program Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANUC</td>
<td>ANU Achieve</td>
<td>1007XACHVE</td>
</tr>
<tr>
<td>ANUC</td>
<td>ANU Advance</td>
<td>1007XADVNC</td>
</tr>
<tr>
<td>ANUC</td>
<td>ANU Activate</td>
<td>1007ACTVT</td>
</tr>
</tbody>
</table>

Item 40.2 Amendments to Non-Award Programs

Resolution
The Academic Board approved the following recommendations:

1. The amendment to ANU Express is approved and accredited as detailed below.

Item 41  Undergraduate Awards

Item 41.1 Amendments to Undergraduate Awards

Resolution
The Academic Board approved the following recommendations:

1. The amendment to the Bachelor of Applied Data Analytics is approved and accredited as detailed below.

Item 41.2 Disestablishment of Undergraduate Awards

Resolution
The Academic Board approved the following recommendations:

1. The Bachelor of Environmental Studies is disestablished as proposed.

Item 41.3 Reaccreditation of Undergraduate Awards without Review

Resolution
The Academic Board approved the following recommendations:

1. The undergraduate Awards will undergo a streamlined review in 2017 and subject to approval, will be reaccredited to align with the relevant Bachelor program.

<table>
<thead>
<tr>
<th>College</th>
<th>Program Name</th>
<th>Program Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBE</td>
<td>Bachelor of Actuarial Studies (Honours)</td>
<td>HACTS</td>
</tr>
<tr>
<td>CBE</td>
<td>Bachelor of Business Administration (Honours)</td>
<td>HBUSA</td>
</tr>
<tr>
<td>CBE</td>
<td>Bachelor of Commerce (Honours)</td>
<td>HCOMM</td>
</tr>
<tr>
<td>CBE</td>
<td>Bachelor of Economics (Honours)</td>
<td>HECON</td>
</tr>
<tr>
<td>CBE</td>
<td>Bachelor of Finance (Honours)</td>
<td>HFINN</td>
</tr>
</tbody>
</table>

Item 41.4 Review of Undergraduate Awards

Resolution
The Academic Board approved the following recommendations:

1. The Bachelor of Finance, Economics and Statistics (Honours) is reaccredited without conditions until 31 December 2022.
2. The Bachelor of Social Sciences (Honours in Economics and Actuarial Studies) is reaccredited until 31 December 2022 subject to continuation of the agreement with National University of Singapore.
Item 41.5 Disestablishment of Undergraduate Majors, Minors and Specialisations

Resolution
The Academic Board approved the following recommendations:
1. The Archaeological Practice major is disestablished from 1 January 2018

Item 41.6 College-approved amendments

Resolution
The Academic Board noted that simple amendments to the following undergraduate Awards, majors, minors and specialisations have been approved by the relevant ANU College.

<table>
<thead>
<tr>
<th>College</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>CECS</td>
<td>Information Systems</td>
<td>INFS-MAJ</td>
</tr>
<tr>
<td>CECS</td>
<td>Research and Development</td>
<td>RSCC-MAJ</td>
</tr>
<tr>
<td>CASS</td>
<td>English Honours</td>
<td>ENGL-HSPC</td>
</tr>
</tbody>
</table>

Item 42 Graduate Awards

Item 42.1 New Graduate Coursework Awards

Resolution
The Academic Board approved the following recommendations:
1. The Executive Master of Public Policy is approved and accredited as detailed below on the condition that the proposed admission requirements are endorsed by the Coursework Admissions and Awards Committee.

Item 42.2 Amendments to Graduate Coursework Awards

Resolution
The Academic Board approved the following recommendations:
1. The amendment to the Master of Public Policy is approved and accredited as detailed below on the condition that conditions on accreditation of the Regulation: National and International Regimes specialisation are met.

Item 42.3 Review of Graduate Coursework Programs

Resolution
The Academic Board approved the following recommendations:
1. That the Master of Financial Economics remains accredited until 31 December 2020 on the condition that a more comprehensive review is provided to meeting 4 2018 or an earlier meeting.
2. Note that the response to low commencing load in the Graduate Certificate of Accounting.

Item 42.4 New Graduate Coursework Specialisations

Resolution
The Academic Board approved the following recommendations:
1. The Regulation: National and International Regimes specialisation is accredited on the condition that all courses listed are approved and accredited by the ANU College of Asia and the Pacific.
2. The remaining new graduate coursework specialisations are approved and accredited as detailed below.

<table>
<thead>
<tr>
<th>College</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAP</td>
<td>Economic Policy</td>
<td>ECPL-SPEC</td>
</tr>
<tr>
<td>CAP</td>
<td>Environment and Public Policy</td>
<td>ENPP-SPEC</td>
</tr>
<tr>
<td>CAP</td>
<td>Foreign and Defence Policy</td>
<td>FODF-SPEC</td>
</tr>
<tr>
<td>CAP</td>
<td>Global Development Policy</td>
<td>GLDV-SPEC</td>
</tr>
<tr>
<td>CAP</td>
<td>Health Policy</td>
<td>HLPL-SPEC</td>
</tr>
</tbody>
</table>
Item 42.5 Disestablishment of Graduate Specialisations

Resolution
The Academic Board approved the following recommendations:
1. The English specialisation is disestablished from 1 January 2018.

Part 8 – Items of Other Business

Item 43 Other business and question time
Meeting No. 4/2017 of the Academic Board will be held on Tuesday, 1 August 2017 at 9.30 am in the Mills Room, Chancelry.

As meeting 4/2017 will be considering some substantial items, members are asked to please attend or send alternates, to maintain a diverse representation.

Resolution
The Academic Board noted the matters raised and the responses.
<table>
<thead>
<tr>
<th>Item No.</th>
<th>Action Item</th>
<th>Area / Officer Responsible</th>
<th>Reporting Date</th>
<th>Contact Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>AB 3/2017 Item 8</td>
<td>Report from the Vice-Chancellor The Academic Board has requested that all 6 University Plans, supporting the Strategic plan are tabled at Academic Board 4/2017, with a paper that outlines how the plans will operate together.</td>
<td>Office of the Vice-Chancellor</td>
<td>AB 4/2017</td>
<td><a href="mailto:secretary.academic.board@anu.edu.au">secretary.academic.board@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 3/2017 Item 13</td>
<td>General question time Due to apologies from key members in the portfolio, the topic on Bullying and Harassment procedures will be held over to next meeting.</td>
<td>PVC-UE</td>
<td>AB 4/2017</td>
<td><a href="mailto:secretary.academic.board@anu.edu.au">secretary.academic.board@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 3/2017 Item 14</td>
<td>Hot Topic: SELT Review Board has requested an update on the progress of the new SELT tool, including benchmarking that incorporates institutions with high student satisfaction (not necessarily just Go8) and details of how scholarship has informed the development process</td>
<td>PPM</td>
<td>AB 6/2017</td>
<td><a href="mailto:secretary.academic.board@anu.edu.au">secretary.academic.board@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 3/2017 Item 17</td>
<td>ANU Education 2015 Closeout The Academic Board confirmed that it would like to see traffic light reporting, with the next update at Academic Board 6/2016.</td>
<td>DVC-A</td>
<td>AB 6/2017</td>
<td><a href="mailto:eo.dvca@anu.edu.au">eo.dvca@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 2/2017 Item 13</td>
<td>Hot Topic: Strengthening Student Engagement Establish a Student Engagement Working Party to: a) Develop a set of principles embodying student partnership at the ANU and; b) Provide a report recommending appropriate actions to Academic Board 4/2017.</td>
<td>Chair, Academic Board</td>
<td>AB 4/2017</td>
<td><a href="mailto:secretary.academic.board@anu.edu.au">secretary.academic.board@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 1/2017 Item 15.1</td>
<td>Draft Academic Plan Action: The Deputy Vice-Chancellor (Academic) to provide a report back to the Board on the implementation of the Academic Plan, with particular consideration for the issues raised in Appendix B and by the Board at meeting 1/2017.</td>
<td>DVC (A)</td>
<td>AB 5/2017</td>
<td><a href="mailto:eo.dvca@anu.edu.au">eo.dvca@anu.edu.au</a></td>
</tr>
<tr>
<td>AB 6/2014 Item 15</td>
<td>Pathways to the PhD Working Party Report Action The Pro Vice-Chancellor (Research and Research Training) to provide a report back to the final Board meeting in 2016. Noting any modifications that may need to be made based on the experience at that point <strong>Update:</strong> DVC-R provided an update at AB 6/2016, Dean, HDR provided an update at AB 3/2017</td>
<td>Dean, HDR</td>
<td>AB 6/2017</td>
<td>Dean, HDR</td>
</tr>
<tr>
<td>Date</td>
<td>Venue</td>
<td>Host area</td>
<td>Description of event</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>------------------------------------------</td>
<td>-------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>4 May</td>
<td>National Gallery of Australia</td>
<td>National Gallery of Australia</td>
<td>Vice-Chancellor delivered keynote speech at Institutional Biosafety Committee (IBC) Forum.</td>
<td></td>
</tr>
<tr>
<td>5 May</td>
<td>Nye Hughes Room, Centre for European Studies</td>
<td>ANCLAS</td>
<td>Day of the Portuguese Language – Hosted by Dean of CASS</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Abel GUTERRES, Ambassador, Embassy of the Democratic Republic of Timor-Leste</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Manuel Innocencio DE LACERDA SANTOS JR, Embassy of the Federative Republic of Brazil</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Paulo Cunha-Alves, Ambassador, Embassy of Portugal</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Her Excellency Connie Taracena Secaira, Ambassador, Embassy of Guatemala</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Armando G. Alvarez, Embassy of Mexico</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Miguel Julian Palomino de la Gala, Ambassador, Embassy of the Republic of Peru</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Ramon Fernando Acosta Diaz, Chargé d’Affaires, Embassy of Paraguay</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Daniel Gasparri-Rey, Chargé d’Affaires, Embassy of the Bolivarian Republic of Venezuela</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Luciano Mazza de Andrade, Minister/Counsellor, Embassy of the Federative Republic of Brazil</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Ms Ana Paula Lacerda, Embassy of the Federative Republic of Brazil</td>
<td></td>
</tr>
<tr>
<td>6 May</td>
<td>Auditorium, Australian Centre on China in the World</td>
<td>Gender Institute</td>
<td>Vice-Chancellor spoke at the Gender Institute Sixth Anniversary and prize-giving ceremony.</td>
<td></td>
</tr>
<tr>
<td>8 May</td>
<td>Common Room, University House</td>
<td>Sol Invictus</td>
<td>Vice-Chancellor hosted a dinner to acknowledge the sponsors of ANU Solar Car Team.</td>
<td></td>
</tr>
<tr>
<td>9 May</td>
<td>Mills Room</td>
<td>NSC</td>
<td>The National Security College hosted the 1.5 Track Security Dialogue between Pakistan Defence and Australian Defence</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Australian delegation:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Air Chief Marshal Mark Binskin, AC</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Chief of Defence Force</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Bruce Miller</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Acting Director General, Office of National Assessments</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Ms Penny Williams</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Deputy Secretary, Department of Foreign Affairs and Trade</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Commander Nigel Ryan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Manager International Engagement, Australian Federal Police</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Chair</td>
<td>Event Description</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td>-----------------------------------</td>
<td>---------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>9 May</td>
<td>VC Boardroom</td>
<td>OVC</td>
<td>The Vice-Chancellor met with Iraqi Ambassador, His Excellency Dr Hussain Al Ameri.</td>
<td></td>
</tr>
<tr>
<td>10 May</td>
<td>Parliament House</td>
<td>SCAPA/OVC</td>
<td>Deputy Vice-Chancellor Professor Margaret Harding, hosted a table at the Post Budget lunch.</td>
<td></td>
</tr>
<tr>
<td>11 May</td>
<td>Drill Hall Gallery</td>
<td>Drill Hall Gallery</td>
<td>Exhibition opening - Erskine Gift in its entirety, the Gascoigne Gift, Jon Altman’s gift of exquisite bark paintings.</td>
<td></td>
</tr>
</tbody>
</table>
| 12 May| Hedley Bull Building              | State, Society and Governance in Melanesia Program | Book launch of *Kastom, Property and Ideology* edited by Siobhan Mcdonnell, Matthew Allen and Colin Filer In attendance:  
  - His Excellency The Hon Mr Kalfau Kaloris, High Commissioner, High Commission of Vanuatu  
  - Mr Sakias Tameo, Acting High Commissioner, High Commission of PNG  
  - Ms Fiona Indu, Deputy High Commissioner, High Commission of Solomon Islands’ |
<p>| 15 May| Liquid Instruments and MIROPA facility | ANU Innovations | Visit by Japanese Vice Minister to tour the Liquid Instruments &amp; MIROPA facilities. Professor Mick Cardew-Hall, Pro Vice-Chancellor (Innovation) met the Minister and welcomed him to the University. |
| 16 May| CIW                               | CAP           | S.T. Lee lecture presented by President of the Republic of the Marshall Islands, Her Excellency Hilda Heine. Professor Mick Cardew-Hall, Pro Vice-Chancellor (Innovation) met the President and welcomed her to the University. 231 people attended. |
| 16 May| French Embassy                    | OVC           | Palms Academique recipient, Dr Peter Brown ceremony at the French Embassy, attended by Professor Paul Pickering on behalf of the Vice-Chancellor.                                                                 |
| 17 May| Finkel Theatre, John Curtin School of Medical Research | SCAPA/ TJABAL | Public Lecture delivered by The Hon Linda Burney MP on <em>Truth-telling and generosity: our progress so far and the road ahead</em> as part of ANU Reconciliation Week. 197 people attended. |
| 19 May| The Hall, University House        | ANU Enterprise | Farewell lunch for Australia Awards South West Asia participants. In attendance: His Excellency Mr Karl Hossain, High Commissioner of Bangladesh.                                                                            |
| 22 May| Hedley Bull Atrium                | Coral Bell     | Book Launch of <em>Independent ally: Australia in an age of power transition</em> by Dr Shannon Tow.                                                                                                                   |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Department/Event</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>23 May</td>
<td>New Studio, School of Music</td>
<td>School of Music</td>
<td>Opening of School of Music Studio. ANU Chancellor attended.</td>
</tr>
<tr>
<td>24 May</td>
<td>CSIRO</td>
<td>Department of Prime Minister and Cabinet</td>
<td>Visit by President of Sri Lanka to tour ANU CSIRO Centre for Genomics, Metabolomics and Bioinformatics. Pro Vice-Chancellor Professor Michael Cardew-Hall welcomed the President to the joint facility.</td>
</tr>
<tr>
<td>24 May</td>
<td>Parliament House</td>
<td>SCAPA</td>
<td>Briefing for Parliamentarians and their staff on China’s One Belt One Road trade policy with Professor Michael Wesley, Dean, ANU College of Asia and the Pacific and Dr Jane Golley, Deputy Director, Australian Centre on China in the World</td>
</tr>
<tr>
<td>25 May</td>
<td>Innovations Theatre</td>
<td>Australia South Asia Research Centre</td>
<td>KR Narayanan Oration – Delivered by Admiral R K Dhowan. Professor Marnie Hughes-Warrington welcome the Admiral and introduced him to the audience. In attendance:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Dr Ajay Marotrao GONDANE, High Commissioner, High Commission of India</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Manuel Innocencio DE LACERDA SANTOS JR., Ambassador, Embassy of the Federative Republic of Brazil</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Her Excellency Ms Beryl R SISULU, High Commissioner, South African High Commission</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Wahidullah WAISSI, Ambassador, Embassy of the Islamic Republic of Afghanistan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Her Excellency Mdm Jeanne GUEHE, Ambassador, Embassy of the Republic of Côte d’Ivoir</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mrs Brinda Trilok, Acting High Commissioner, High commission of the Republic of Mauritius</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Sakias Tameo, Acting High Commissioner, High Commission of Papua New Guinea</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Giscard El Khoury, Chargé d’ Affaires a.i, Embassy of Lebanon</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Tadayuki Miyashita, Minister, Embassy of Japan</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o RADM Peter Laver</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o MAJGEN Gus Gilmore</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o CMDR Andrew Schroder</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o CMDR David Thorley</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o LCDR Shane Savy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o LCDR Tim Stroud</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o LCDR Brett Dawe</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o LTCOL David Bullock</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o MAJ Dawn O’Hara</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o MAJ Ray Lindsay</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Details</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>26 May</td>
<td>ANU Centre for Arab &amp; Islamic Studies (CAIS) and campus tour</td>
<td>Centre for Arab and Islamic Studies Lecture delivered by the Afghanistan’s Independent Human Rights Commissioner for Afghanistan, Dr Sima Samar. A tour of ANU facilities by undertaken by academics accompanying the Commissioner.</td>
<td></td>
</tr>
<tr>
<td>26 May to 3 June</td>
<td>National Reconciliation week activities and events</td>
<td>National Sorry Day Lunch with members of ANU Council, ANU staff and invited members of the public. Lunch attended by 50 people. ANU National Sorry Day Address delivered by former Indigenous Australian Ambassador to Holland, Mr Damien Miller. 150 people attended.</td>
<td></td>
</tr>
<tr>
<td>26 May</td>
<td>Tjabal – Council lunch CIW – lecture by Damien Miller</td>
<td>SCAPA/ Tjabal National Sorry Day Lunch with members of ANU Council, ANU staff and invited members of the public. Lunch attended by 50 people. ANU National Sorry Day Address delivered by former Indigenous Australian Ambassador to Holland, Mr Damien Miller. 150 people attended.</td>
<td></td>
</tr>
<tr>
<td>29 May</td>
<td>MCC</td>
<td>ACT Government Parliament of Youth SEE-Change conference Attending by: ○ Shane Rattenbury MLA, Minister for Climate Change and Sustainability, Minister for Justice, Consumer Affairs and Road Safety, Minister for Corrections, Minister for Mental Health ○ Mick Gentleman MLA, Manager of Government Business, Minister for Police and Emergency Services, Minister for the Environment and Heritage, Minister for Planning and Land Management, Minister for Urban Renewal ○ Nicole Lawder MLA, Deputy Leader of the Opposition, Shadow Minister for Planning and Infrastructure, Shadow Minister for Heritage ○ Ms Suzanne Orr MLA</td>
<td></td>
</tr>
<tr>
<td>29 May</td>
<td>Copland Lecture Theatre</td>
<td>SCAPA Meet the Author event with Robert Dessaix in conversation with Nicholas Brown on Robert’s new book <em>The Pleasures of Leisure</em>. 279 people attended.</td>
<td></td>
</tr>
<tr>
<td>30 May</td>
<td>Copland Lecture Theatre</td>
<td>SCAPA Meet the Author event with Chloe Shorten in conversation with Anna-Maria Arabia on Chloe’s book <em>Take Heart: A Story for Modern Stepfamilies</em>. 151 people attended.</td>
<td></td>
</tr>
<tr>
<td>5 June</td>
<td>China in the World</td>
<td>Australian Centre of China in the World Launch of the <em>China Story Yearbook 2016: Control</em> edited by Dr Jane Golley by The Hon Dr Andrew Leigh MP. Professor Shirley Leitch, Deputy Vice-Chancellor (Global Engagement) introduced Dr Leigh.</td>
<td></td>
</tr>
<tr>
<td>5 June</td>
<td>Hedley Bull Atrium</td>
<td>Coral Bell Festschrift book launch in honour of Paul Dibb was launched by The Hon Kim Beazley. Professor the Hon Gareth Evans AC QC also attended to honour Professor Dibb.</td>
<td></td>
</tr>
<tr>
<td>7 June</td>
<td>National Press Club</td>
<td>NSC/ANU National Press Club address by The Hon Mr James R Clapper AO, former Director of the US National Intelligence.</td>
<td></td>
</tr>
<tr>
<td>7 June</td>
<td>Copland Theatre</td>
<td>SCAPA Meet the Author event with John Safran in conversation with Kim Hunyh on John’s recent book, <em>Depends What You Mean by</em></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Attendees</td>
<td>Event Description</td>
</tr>
<tr>
<td>-----------</td>
<td>---------------------------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>13 June</td>
<td>Llewellyn Hall</td>
<td>NSC</td>
<td>The Vice-Chancellor hosted an in conversation with the Hon Kim Beazley and The Hon James R Clapper on <em>The future of Australia’s American alliance</em>. 1548 people attended. In attendance: o His Excellency Dr AM Gondane, High Commissioner of India o His Excellency Mr George Kanyama ZULU, Zambia High Commission o His Excellency Dr Bernhard ZIMBURG, Austria o Mr Piotr BUSZTA, Counsellor, Embassy of the Republic of Poland o Mr Tadayuki MIYASHITA, Minister, Embassy of Japan o Mr Masanori KEGOYA, Counsellor, Embassy of Japan o Mr James Stewart MANLOWE, Second Secretary, Embassy of the United States of America o Ms Elizabeth REID, First Secretary, High Commission of Canada o Ms Jessica THORN, Second Secretary, High Commission of New Zealand 1500 people attended.</td>
</tr>
<tr>
<td>13 June</td>
<td>ANU Medical School</td>
<td>Kenya High Commission</td>
<td>Visit by Professor Stephen Kinoti, Vice-President, Flo Corporation, USA. The Professor meet with academics from the ANU Medical School and undertook a tour of some of the laboratories. Her Excellency Isaiya Kabira, High Commissioner for the Kenya High Commission accompanied Professor Kinoti.</td>
</tr>
<tr>
<td>16 June</td>
<td>The Hall, University House</td>
<td>SCAPA/Tjabal Centre</td>
<td>ANU Mabo Commemoration Oration delivered by Senator Patrick Dodson to recognise the 25th Anniversary of the Mabo ruling. Vice-Chancellor delivered introduction and vote of thanks. 267 people attended.</td>
</tr>
<tr>
<td>18 June</td>
<td>Llewellyn Hall, SoM</td>
<td>Crawford School</td>
<td>Crawford Oration by Helen Clark, former NZ Prime Minister – the Vice-Chancellor and Chancellor welcomed and introduced Ms Clark. His Excellency Mr Chris Seed, High Commissioner, New Zealand High Commission was in attendance. 1000 people attended.</td>
</tr>
</tbody>
</table>
| 18-20 June| National Gallery          | CALF        | 2017 Crawford Australian Leadership Forum. Attended by 150 of Australia’s top leaders, 50 each from business, the public sector and
The forum was opened by the Hon Julie Bishop MP, Minister for Foreign Affairs. Speakers included:

- Senator the Hon Penny Wong
- Ms Helen Clark, Former New Zealand Prime Minister
- Mr Philip Lowe, Governor of the Reserve Bank
- Department Secretaries
- The Hon Andrew Leigh MP

International guests

19 June Hedley Bull ASARCS Seminar *Addressing crony capitalism in India: the Modi Government’s efforts.* Mr Ajay Kumar Amban, Deputy High Commissioner of India attended.

20 June ActewAGL House Bunda Street Sir Roland Wilson Foundation The Future Shapers Forum was officially launched by the Vice-Chancellor.

20 June Stanner Room, Uni House SCAPA Chancellor hosted dinner with foreign and political correspondents.

21 June Hedley Bull Tba REGNET RegNet hosted the former President of Kiribati, His Excellency Mr Anote Tong to participate in a Symposium, a Radio National panel discussion and book launch. The Vice-Chancellor welcome the former President and launched the book.


22 June ANU Commons European Union and Climate Change Institute The European Union and the ANU Climate Change Institute hosted the *European Climate Diplomacy Week.* The Vice-Chancellor officially welcome everyone to the event and spoke on the importance of the forum.

In attendance:
- His Excellency Mr Sem Fabrizi, Ambassador for the European Union
- His Excellency Mr Jean-Luc Bodson, Ambassador of Belgium
- His Excellency Mr Karim Medrek, Ambassador of the Kingdom of Morocco
- His Excellency Mr Yogesh Punja, Fiji High Commissioner

22 June Parliament ECI Tim Hammond MP energy and gas briefing. Shadow Minister for Consumer Affairs & Shadow Minister Assisting for Resources

22 June Weston Theatre Crawford *My Father, My Country: a film evening with Dame Meg Taylor, Secretary General to the Pacific Islands forum*

23 June Siding Springs, Coonabarabran OVC The Vice-Chancellor officially opened the new Siding Spring Observatory Lodge.

26 June ANU Regional Institutes Strategic and Defence Studies Richard Marles MP Shadow Minister for Defence MP half-day defence issues briefing.
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>27 June</td>
<td>The Hall, University House</td>
<td>SCAPA Literary dinner event with Julia Baird and Alex Sloan in conversation on Julia's recent book, <em>Victoria The Queen: An Intimate Biography of the Woman Who Changed the World</em>. 180 people attended.</td>
</tr>
<tr>
<td>28 June</td>
<td>Crawford</td>
<td>ASARC DFAT request for Brookings Institute India Chair – Professor Jha</td>
</tr>
</tbody>
</table>
Caveats:

1. The amount shown reflects the funds that were awarded for the entire grant/consultancy, grouped against the primary funds provider.
2. Although many grants/consultancies are collaborative efforts involving more than one area of the ANU, they are reported under the college of the primary department.
3. All amounts reported are in Australian dollars.
4. In a few cases the amount reported is nil. This can be for a variety of reasons, such as the contract is still under negotiation, or that the project is a non-monetary agreement.
<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Dr Katherine Bode</td>
<td>Reading at the Interface: Literatures, Cultures, Technologies</td>
<td></td>
</tr>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Prof Ann McGrath</td>
<td>Rediscovering the Deep Human Past: Global Networks, Future Opportunities</td>
<td></td>
</tr>
<tr>
<td>Mike Parr</td>
<td>Dr Richard Whiteley</td>
<td>Glass Workshop Project 2016</td>
<td>$52,342</td>
</tr>
<tr>
<td>NSW Department of Education and Communities</td>
<td>Dr Janet Hunt</td>
<td>Co-Hosting the Interstate Forum: Australian Governments and Aboriginal Nations: Creating a New Relationship</td>
<td>$30,000</td>
</tr>
<tr>
<td>Australian Academy of the Humanities</td>
<td>Dr Emilie Dotte</td>
<td>A tale of Polynesian Prehistory: investigating the history of Polynesian archaeology, in French Polynesia's archival records, collections and personal histories</td>
<td></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 Defence</td>
<td>Dr John Blaxland</td>
<td>Shedden Professorship in Strategic Policy Studies</td>
<td></td>
</tr>
<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Dr Inger Mewburn</td>
<td>Development of a Learning Interface Platform for use in Machine Learning System Coding</td>
<td>$50,000</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade, Australia-Japan Foundation</td>
<td>Dr Shiro Armstrong</td>
<td>Japan Update 2017</td>
<td>$20,000</td>
</tr>
<tr>
<td>Commonwealth Grants Commission</td>
<td>Prof Miranda Stewart</td>
<td>HFE Tax Elasticities Scoping Study</td>
<td></td>
</tr>
<tr>
<td>Academy of Korean Studies</td>
<td>Dr Roald Maliangkay</td>
<td>ANU Korean language extension courses</td>
<td>$15,734</td>
</tr>
<tr>
<td>TIFA Foundation</td>
<td>Dr Nicholas Farrelly</td>
<td>Tifa-New Mandala Regional Learning Hub</td>
<td>$40,646</td>
</tr>
<tr>
<td>Association of Southeast Asian Studies in the United Kingdom (ASEASUK)</td>
<td>Mr Ruji Auethavompipat</td>
<td>US-ASEAN Engagement on Human Trafficking: Assessing a Paradigm Shift</td>
<td>$1,607</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Mr Igor Skryabin</td>
<td>SCOPING OPPORTUNITIES FOR INTEGRATION OF GAS AND ELECTRICITY NETWORKS IN THE AUSTRALIAN CAPITAL TERRITORY</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO), Data61</td>
<td>Dr Patrik Haslum</td>
<td>Automated Planning for Cyber Mission Assurance</td>
<td>$1,258,844</td>
</tr>
<tr>
<td>Data to Decisions CRC</td>
<td>Dr Lexing Xie</td>
<td>Machine Learning for Social Media</td>
<td>$0</td>
</tr>
<tr>
<td>Kandao Australia Pty Ltd</td>
<td>Dr Hongdong Li</td>
<td>Detailed 3D Reconstruction of Static and Dynamic Scenes from Multi-Camera Systems</td>
<td>$79,946</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------------------</td>
<td>-------</td>
<td>---------------------</td>
</tr>
<tr>
<td>NSW Environmental Trust</td>
<td>Prof Mark Howden</td>
<td>Knowledge to Action: co-design of climate adaptation strategies</td>
<td></td>
</tr>
<tr>
<td>Medecins Sans Frontieres Australia Ltd</td>
<td>Dr Kamalini Lokuge</td>
<td>MSF Top-Up Scholarship &amp; Support Funds</td>
<td>$55,000</td>
</tr>
<tr>
<td>James Cook University</td>
<td>Prof Archie Clements</td>
<td>Tropical partnerships to strengthen health systems responses to infectious diseases threats</td>
<td>$135,804</td>
</tr>
<tr>
<td>ACT Department of Education and Training</td>
<td>Ms Nicola Palfrey</td>
<td>TRUST Project: Trauma, Understanding and Sensitive Teaching in ACT Schools</td>
<td>$160,000</td>
</tr>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Dr Michael Braby</td>
<td>Butterflies Australia: A national database of butterfly distributions</td>
<td>$342,459</td>
</tr>
<tr>
<td>Hermon Slade Foundation</td>
<td>A/Prof John Rathjen</td>
<td>Rapid detection and diagnosis of plant pathogens</td>
<td>$50,400</td>
</tr>
<tr>
<td>Australia and Pacific Science Foundation</td>
<td>A/Prof Celeste Linde</td>
<td>Taxonomic characterisation of Australian Serendipita fungi</td>
<td>$45,000</td>
</tr>
<tr>
<td>Commonwealth Dept of Foreign Affairs &amp; Trade, Australian Cnt for International Agricultural Res(ACIAR)</td>
<td>A/Prof James Pittock</td>
<td>Transforming smallholder irrigation into profitable and self-sustaining systems in southern Africa</td>
<td>$3,600,000</td>
</tr>
<tr>
<td>Ecological Society of Australia Inc</td>
<td>Mr Ross Crates</td>
<td>A strategic approach to monitoring and increasing nest survival of regent honeyeaters</td>
<td>$5,100</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Ecological Society of Australia Inc.</td>
<td>Ms Alyssa Weinstein</td>
<td>Resolving cryptic floral ecotypes in Drakaea livida: implications for ecology and conservation</td>
<td>$5,525</td>
</tr>
<tr>
<td>Birdlife Australia</td>
<td>Ms Fernanda Alves Amorim</td>
<td>Conservation and management of an endangered refugee species: the Forty-spotted pardalote</td>
<td>$5,000</td>
</tr>
<tr>
<td>Ecological Society of Australia Inc.</td>
<td>Mr Weliton Menario Costa</td>
<td>Contributions of personality to life-history variation in eastern grey kangaroos</td>
<td>$5,000</td>
</tr>
<tr>
<td>Commonwealth Department of Health</td>
<td>A/Prof Brett Lidbury</td>
<td>Exploration of Integrated NATA/QAP Predictive Modelling to Improve Pathology Quality</td>
<td>$267,973</td>
</tr>
<tr>
<td>Australian Biological Resources Study</td>
<td>Mr Ian Brennan</td>
<td>Resolving species limits in widespread and cryptic Australian reptiles</td>
<td>$1,500</td>
</tr>
<tr>
<td>Australian Academy of Science</td>
<td>Ms Jennifer Robertson</td>
<td>2017 Australian-French Entrepreneurship Challenge</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Department of the Environment and Energy</td>
<td>Prof Michael Hutchinson</td>
<td>Climate data for the National Inventory System - 2016</td>
<td>$118,182</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>-------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>University of Western Australia (UWA)</td>
<td>Prof Justin Borevitz</td>
<td>Connecting High Value Collections and NCRIS Capabilities: Agriculture Data</td>
<td>$60,000</td>
</tr>
<tr>
<td>Commonwealth Dept of Foreign Affairs &amp; Trade, Australian Cnt for International Agricultural Res(ACIAR)</td>
<td>Prof Peter Kanowski</td>
<td>Advancing enhanced wood manufacturing industries in Laos and Australia</td>
<td>$522,800</td>
</tr>
<tr>
<td>Water Research Australia</td>
<td>A/Prof David Gordon</td>
<td>Management of Environmental E. coli</td>
<td>$30,000</td>
</tr>
<tr>
<td>Water Research Australia</td>
<td>A/Prof David Gordon</td>
<td>Management of Environmental E. coli</td>
<td>$30,000</td>
</tr>
<tr>
<td>Commonwealth Department of Health</td>
<td>Dr Emily Banks</td>
<td>Absolute Risk Assessment of Cardiovascular Disease for Aboriginal and Torres Strait Islander People</td>
<td>$2,413,233</td>
</tr>
<tr>
<td>The Sun Foundation Australia</td>
<td>Dr Megan McDonald</td>
<td>A Selfish Gene: How a single gene threatens wheat</td>
<td></td>
</tr>
<tr>
<td>Fisheries Research and Development Corporation</td>
<td>Dr Katrina Roper</td>
<td>Assessment of potential risks to human health posed by Cyprinid herpesvirus 3</td>
<td>$23,362</td>
</tr>
</tbody>
</table>
### College of Medicine, Biology and Environment

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW Office of Environment and Heritage</td>
<td>Dr Craig Strong</td>
<td>RFQ - ANU DustWatch Support for Riverina LLS 2016-17 contract RV018188</td>
<td>$18,182</td>
</tr>
<tr>
<td>QLD Department of Science, Information Technology, Innovation, and the Arts</td>
<td>Prof Anthony Jakeman</td>
<td>Improving Source Constituent Modelling (QLD CA: schedule 2)</td>
<td></td>
</tr>
<tr>
<td>QLD Department of Science, Information Technology, Innovation, and the Arts</td>
<td>Prof Anthony Jakeman</td>
<td>Sensitivity and uncertainty assessment of Qld Source models (Qld CA: Schedule 1)</td>
<td></td>
</tr>
<tr>
<td>Lake Macquarie City Council</td>
<td>Ms Aparna Lal</td>
<td>Waterborne pathogen carriage in grey headed Flying foxes</td>
<td></td>
</tr>
<tr>
<td>NSW Government Central Tablelands Local Land Services</td>
<td>Prof David Lindenmayer</td>
<td>Investigation of distribution and future management of Pink Tailed Worm Lizard and other associated threatened reptiles in the Central Tablelands</td>
<td>$49,995</td>
</tr>
<tr>
<td>Capital Health Network</td>
<td>Prof Kirsty Douglas</td>
<td>Supporting GP’s to upskill in conducting and supervising clinical audits and quality improvement projects in their own practices</td>
<td></td>
</tr>
<tr>
<td>MuPharma Pty Ltd</td>
<td>Dr Riccardo Natoli</td>
<td>MuPharma Work Order (June 2017 refer to MSA ARIES Record 32440)</td>
<td></td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>------------------------------------------------------------</td>
<td>----------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Dr Colin Jackson</td>
<td>Understanding the molecular basis of heparanase function</td>
<td>$420,000</td>
</tr>
<tr>
<td>ANU Connect Ventures Pty Ltd</td>
<td>Prof Yun Liu</td>
<td>A novel highly efficient visible-light photocatalyst</td>
<td>$50,000</td>
</tr>
<tr>
<td>Jet Propulsion Laboratory</td>
<td>Dr Penelope King</td>
<td>MARS SCIENCE LABORATORY (MSL) MISSION - Alpha Particle X-Ray Spectrometer (APXS)</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Mr Igor Skryabin</td>
<td>Australia-Kazakhstan Energy Workshop (EXPO 2017)</td>
<td>$50,000</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr Graham Walker</td>
<td>Science Circus India 2017</td>
<td>$26,855</td>
</tr>
<tr>
<td>Geoscience Australia</td>
<td>Dr Margaret Forster</td>
<td>Prototype for the National Argon Map</td>
<td>$50,000</td>
</tr>
<tr>
<td>Geoscience Australia</td>
<td>Prof Phil Cummins</td>
<td>Rapid Finite Fault Inversion Software - Geoscience Australia Services Contract</td>
<td>$15,706</td>
</tr>
<tr>
<td>Astronomy Australia Ltd</td>
<td>Dr Francois Rigaut</td>
<td>Subaru ULTIMATE GLAO</td>
<td></td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
<td>-----------------------------------------------------------</td>
<td>--------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Accounting and Finance Association of Australia and New Zealand</td>
<td>Dr Xiu-ye Zhang</td>
<td>Unethical Culture and Tax Aggressiveness: Evidence from Foreign Bribery</td>
<td></td>
</tr>
<tr>
<td>Astronomy Australia Ltd</td>
<td>Dr Benjamin Evans</td>
<td>Astronomy Australia Ltd (AAL)- Project to enhance ASVO-SkyMapper under the NeCTAR Project.</td>
<td>$44,000</td>
</tr>
<tr>
<td>Geoscience Australia</td>
<td>Prof Lindsay Botten</td>
<td>MH370 Data Hub - Geoscience Australia</td>
<td>$62,500</td>
</tr>
</tbody>
</table>