COUNCIL

The 446th meeting of the Council will be held at 9:15 am on Friday 25 May 2018 in the R C Mills Room, Chancelry. Any additional information will be available at the meeting.

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

Chris Reid
Secretary – ANU Council
Director, Corporate Governance and Risk Office

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IMPORTANT INFORMATION FOR MEMBERS

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

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

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

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

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

Duty of Care & Diligence
A member of the Council must exercise their powers, perform their functions and discharge their duties with the degree of care and diligence that a reasonable person would exercise if they:

- were a member of the Council in the University's circumstances; and
- occupied the position held by, and had the same responsibilities within the University as, the member of the Council.

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

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

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

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

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

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

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

1 ANNOUNCEMENTS AND APOLOGIES

There are no apologies for this meeting.

Mr Graeme Samuel joins the meeting via video conference from ANU House in Melbourne.

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, section 29 of the Public Governance, Performance and Accountability Act 2013, members of Council are required to declare any direct or indirect material personal interest in matters on the agenda.

4 ARRANGEMENT OF AGENDA

1. The Chair will ask whether any further items should be considered confidential.
2. The Chair will ask whether any further items should be starred for discussion.
3. The Vice-Chancellor will move that the unstared items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Agenda Item 29, Other Business.
5. The Chair will ask if there are any agenda items that need to be re-sequenced.

C5. MINUTES

RECOMMENDATION That Council confirm the minutes of the meeting held on 6 April 2018 (156/2018).
The 445th meeting of the Council was held at 9:15am on Friday 6 April 2018, in the RC Mills Room, Chancery.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

*C6 – 8  Confidential to Council Members
9. PHILANTHROPIC PRESENTATION – ANU HUMANITARIAN HEALTH HUB

PURPOSE
To consider a philanthropic presentation (a ‘pitch’) from the ANU Humanitarian Health Hub.

PREPARED BY
Deputy Director (Operations), Alumni Relations & Philanthropy

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the philanthropic presentation on the Humanitarian Health Hub.

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
☐ Council ☐ Honorary Degrees ☐ Nominations ☐ Academic Board

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

The first philanthropic presentation, concerning the Sustainable Farming Project, was delivered by Professor David Lindenmayer at the 6 April 2018 meeting.

SUMMARY – HUMANITARIAN HEALTH HUB
Dr Kamalini Lokuge and Professor Emily Banks will present on the ANU Humanitarian Health Hub.

Currently, humanitarian health delivery is based on an emergency response in a crisis. Solutions are often rushed and lack proper consultation with local area health service providers and affected communities.

The ANU hub is a unique approach that transforms the very infrastructure of humanitarian health delivery and improves health outcomes in low-resource, high-burden regions globally. The hub consists of multidisciplinary, cross-institutional experts – anthropologists, economists, engineers, medical doctors – with a proven record of delivering health crisis solutions in extremely challenging circumstances.

The hub has the potential to improve health outcomes for people in desperate need and prevent health crises before they occur.

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

PART 2 – KEY BUSINESS ITEMS
ATTACHMENT

9.1 Humanitarian Health Hub proposal (163/2018)

COMMUNICATION

☐ For public release   ☐ For internal release   ☑ Not for release
PART 3 – STRATEGIC ISSUES

*10. ACADEMIC PLAN - PRESENTATION

PURPOSE  To provide Council with an update on progress against the Academic Plan.
PREPARED BY  Deputy Vice-Chancellor Academic
REVIEWED BY  Deputy Vice-Chancellor Academic
APPROVED BY  Deputy Vice-Chancellor Academic
SPONSOR  Provost

RECOMMENDATION  That Council note the presentation on the Academic Plan.

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
☐ Council  ☐ Honorary Degrees  ☐ Nominations  ☐ Academic Board

BACKGROUND
The Academic Plan is tracking within tolerance, with improvements since the last reporting period in the areas of:

- Support for new and existing academic staff in teaching development (A2, A10, A5, A11, A12);
- Support for new and existing Deans, Research School Heads and Academics C–D in leadership development (A3); and
- The design and delivery of new and renovated spaces that reflect innovative approaches to learning and teaching (A9, A14).

Significantly, Academic Board has also approved the introduction of an evidence-based, globally innovative approach to undergraduate domestic admissions (A13).

Some improvement has been achieved since the last reporting period in the areas of:

- Digital learning strategy (A9); and
- The regeneration of recruitment, retention and development strategies at world-class level (A1)

Prioritisation is on the further development of these initiatives with the Provost (A1) and on the implementation of significant activities against a range of other initiatives.

Full information on progress against the Academic Plan is available in the attachment.

Figures 1 to 4 below provide information on experience of students. Figures 1 and 2 provide information on overall student satisfaction in a range of metrics. Figures 3 and 4 provide information on student satisfaction with individual courses. Data for each of these is collected through elective surveys completed by students.
Figures 1 to 4: Student Experience Results

ATTACHMENT
10.1 Academic Plan Key Priorities Progress (164/2018)

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

*11. COUNCIL COMMITTEE MEMBERSHIP

PURPOSE
For Council to approve the membership on Council Committees

PREPARED BY
Director, Corporate Governance and Risk Office

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Committee Chairs

SPONSOR
Chancellor

RECOMMENDATION
That Council approve the recommended reappointments to membership of Council Committees.

ACTION REQUIRED
☑ For discussion ☑ For decision ☐ For information

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

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION

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

The Finance and Audit & Risk Management Committees have considered their membership and offer their recommendations to Council on their respective membership composition, as follows:

BACKGROUND

All Committees of Council are governed by their respective Charter, as approved by the Council. The Charters provide for, amongst other things, the membership of each Committee. On 30 June 2018, the terms of a number of current-serving members will expire for both the Finance and Audit and Risk Committees.

Council is asked to approve the reappointment of the following members to its Committees:

AUDIT AND RISK MANAGEMENT COMMITTEE

1. Council will note that at the conclusion of his current term, the Committee Chair, Mr Geoff Knuckey, will have served a total of 8 years, with each term being for a period of two years.

    Mr Knuckey has confirmed his willingness to be reappointed for a further two year term. Council is therefore asked to reappoint Mr Knuckey as Chair, Audit and Risk Management Committee, effective from 1 July 2018 to 30 June 2020.

2. In the category of ‘Up to 4 independent members, who may not be a member of Council or an ANU employee or student’, reappoint the following members for a term of two years, from 1 July 2018 to 30 June 2020:

    • Mr Mark Ridley;
    • Mr Jeremy Chandler; and
    • Ms Janine McMinn

PART 4 – OTHER MATTERS FOR DECISION
3. In the category of ‘two Council members (who may not be a student nor an ANU employee other than a College Head)’, Council appointed Ms Anne-Marie Schwirtlich to the position, commencing from July 2017. Ms Schwirtlich’s term will conclude on 30 June 2019 and therefore this position does not need to be considered at this time.

4. The Committee will have two vacancies remaining (one from each category) and will give further consideration to its requirements for filling these position, longer term. Council members who may be interested in serving on the Audit and Risk Management Committee are encouraged to discuss this with the Chancellor or Director, Corporate Governance and Risk Office.

FINANCE COMMITTEE

1. In the category of ‘Up to 3 Council members’, reappoint the following members:
   - Dr Doug McTaggart, for a term of two years, from 1 July 2018 to 30 June 2020
   - Professor Tim Senden, until the conclusion of his term on Council, 29 September 2018.

2. In the category of ‘Up to 5 other members with appropriate experience’, reappoint the following members for a term of two years, from 1 July 2018 to 30 June 2020:
   - Mr Darren Keogh,
   - Ms Merran Kelsall, and
   - Mr Tony McGrath

3. Remaining members of the Committee, whose terms do not expire in 2018 are Council member, and Committee Chair, Mr Graeme Samuel. Ex-officio members, Pro-Chancellor Naomi Flutter, Vice-Chancellor, Professor Brian Schmidt, will continue to serve on the Committee. Mr Knuckey, Chair Audit and Risk Management Committee has confirmed his willingness to be reappointed for a further two years.

4. The Committee will have three vacancies remaining (one from the Council member category and two from the other members category) and will give further consideration to its requirements for filling these positions, longer term. Council members who may be interested in serving on the Finance Management Committee are encouraged to discuss this with the Chancellor, Chair of Finance Committee or Director, Corporate Governance and Risk Office.

CAMPUS PLANNING COMMITTEE

1. In the category of Committee Chair, extend the appointment of Professor Gareth Evans to align with his term as Chancellor. That is, until 31 December 2019.

2. In the category of ‘3 Council members’, reappoint the following member:
   - Professor Tim Senden, until the conclusion of his term on Council, 29 September 2018.

3. Remaining members of the Committee, whose terms do not expire in 2018, are Council members Ms Naomi Flutter and Ms Anne-Marie Schwirtlich; Vice-Chancellor, Professor Brian Schmidt; Chair of the Campus Development Advisory Committee, Professor Sue Holliday; and external member Mr Malcolm Snow.

   It should also be noted that other external member, Mr Jure Domazet, has resigned from the Committee, and an appropriate replacement is currently being sought, and an appointment will be subsequently recommended to Council.
HONORARY DEGREES COMMITTEE

1. In the category of ‘3 Council members’, reappoint the following members for a term of two years, from 1 July 2018 to 30 June 2020:
   - Professor Suzanne Cory
   - Mr Peter Yu
   - Ms Natasha Stott Despoja

2. Remaining ex-officio members of the Committee are: the Chancellor, Pro-Chancellor, Vice-Chancellor, and the Deputy Vice-Chancellors.

3. A student member is drawn from either the President of the Postgraduate and Research Students’ Association Inc. or the President of the Australian National University Students’ Association. By convention, the position alternates on an annual basis between the two student leaders. Currently filled by the PARSA President, it will change over to the ANUSA President on 1 December 2018.

COMMUNICATION

☐ For public release  ☐ For internal release  ☐ Not for release
C12. Confidential to Council Members
PART 5 – OTHER MATTERS FOR NOTING

*C13. Confidential to Council Members
14. INNOVATION HUB

PURPOSE For Council to receive an update on creating an ANU Innovation Hub

PREPARED BY Executive Officer to the Pro Vice-Chancellor (Innovation)

REVIEWED BY Pro Vice-Chancellor (Innovation)

APPROVED BY Deputy Vice-Chancellor (Research and Innovation)

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the update provided by the PVC (Innovation)

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 ☑ N/A
☐ Major Projects ☐ Honorary Degrees ☐ Nominations ☐ Academic Board

BACKGROUND

This paper responds to a request made by Council during its Planning Day in Feb 2018 to provide recommendations on the most feasible model for an ANU Innovation precinct (‘Hub’). That is, should an innovation precinct be part of the campus master planning process or instead be embedded in key areas/buildings where innovation can be fostered.

The following paper proposes a network of translational and innovation spaces across campus linked to a focal facility that projects the University's engagement strategy and provides a high-level overview of the facilities required in these spaces and the potential internal and external stakeholders.

The attached paper considers:

1. Which activities need to be supported in the ANU Innovation Hub?
2. Stakeholders – Who to Engage?
3. Connecting - Building the Culture
4. Visibility and Access
5. Requirements Analysis
6. Preliminary Concept Spaces
7. Preliminary Rental Income Estimates

The University may need to engage consultants to fully explore the next stage of stakeholder engagement and to design a business case.

ATTACHMENT

14.1 Creating an ANU Innovation Hub (166/2018)

COMMUNICATION

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

PART 5 – OTHER MATTERS FOR NOTING
C15 - 21  Confidential to Council Members

PART 5 – OTHER MATTERS FOR NOTING
22. CAMPUS PLANNING COMMITTEE - EXECUTIVE SUMMARY

PURPOSE
To note a summary of major items considered by the Campus Planning Committee at its meeting held on 7 May and 19 March 2018.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Director, Corporate Governance and Risk Office

SPONSOR
Chancellor

RECOMMENDATION
That Council note the summary of major items considered by the Campus Planning Committee at its meetings of 7 May and 19 March 2018.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

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

SUMMARY OF ISSUES

CAMPUS PLANNING COMMITTEE MEETING – 7 MAY 2018

Item 5 Acton Campus Master plan – Return Brief and Status update
The Committee was provided with an overview of the return brief for the Acton Campus Master Plan’s development, and a presentation outlining preliminary exploratory conceptual sketches and heritage management issues for the Acton Campus Master Plan.

Resolved:
The Committee endorsed the Acton Campus Master Plan return brief, and noted the preliminary exploratory conceptual sketches and project progress report.

Item 7 Union Court Redevelopment – Status Update
The Committee was provided with an update on the Union Court (Kambri) redevelopment, and received a presentation outlining the design enhancements to Sullivan’s Creek.

Resolved:
The Committee:

- noted the general update on the Union Court (Kambri) Redevelopment project; and
- endorsed the design enhancements to Sullivan’s Creek including weir design and water quality initiatives.
Item 8 Property Acquisitions and Disposals
Resolved:
The Committee noted the update on proposed land acquisitions and land disposal opportunities.

Item 9 Major Projects – Status Updates
Resolved:
The Committee noted the update on all major projects currently progressing at the University.

Item 10 Campus Safety – Status Update
Resolved:
The Committee noted the report on campus security services and system infrastructure.

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CAMPUS PLANNING COMMITTEE MEETING – 19 MARCH 2018

Item 5 Acton Campus Master Plan – Status update
The Committee was provided with a status update for the Acton Campus Master Plan’s development. In discussion, the Committee noted the project is currently on track, with the Steering Committee operational and the design team in place.
Resolved:
The Committee noted the progress of the Acton Campus Master Plan project.

Item 6 University Avenue Gateway
The Committee was provided with an update and presentation on the development of a concept proposal for the University Avenue Gateway.

Item 7 Acton Campus Flood Report
The Committee was provided with a report on the flood that impacted the Acton Campus on Sunday 25 February 2018 and subsequent activities.
Committee expressed concern for staff and students affected by the flood, and congratulated all staff and students on their professionalism in response.
Resolved:
The Committee noted the Acton campus flood report.

Item 8 Student Accommodation Future Sites
The Committee was provided with a presentation which outlined the feasibility studies for four potential sites around the Acton Campus for the student accommodation development, SA8. The identified sites were: the Vice-Chancellor’s residence, Lennox Crossing, Beyond Burgmann and ANU Exchange (at Ellery Crescent and Marcus Clarke Street).
Resolved:
The Committee:
   1. noted the evaluation of the short-listed sites;
2. endorsed, and recommended for Council approval the Beyond Burgmann site (stage 1 only) as the next site developed for student accommodation (SA8); and
3. determined that subsequent student accommodation developments on the Beyond Burgmann site be evaluated in the context of all available options as identified in the new Acton Campus Master Plan, with a recommendation to be provided to Council by the Campus Planning Committee.

Item 9 Union Court Redevelopment – Status Update
The Committee was provided with an update on the Union Court Redevelopment including commercial negotiations.
Resolved:
The Committee noted the status update on the Union Court redevelopment.

Item 10 Major Projects – Status Updates
Resolved:
The Committee noted the update on all major projects currently progressing at the University.

Item 11 Naming Recognition Policy and Procedure
Resolved:
The Committee endorsed for Council approval the revised Naming Recognition policy and procedure.

Item 12 Reforms to Campus Development Committees
The Committee considered the proposed reforms to the Campus Development Committee, noting a name change to Campus Development Advisory Committee was proposed. The Committee also discussed the process for appointment of members of the Campus Development Advisory Committee.
Resolved:
The Committee:
- noted the restructure and renaming of the Campus Development Committee (CDC), Design Review Sub-Committee (DRSC) and Public Artwork Committee (PAC); and
- noted that while appointment of members of the Campus Development Advisory Committee would be made by the Vice-Chancellor on the recommendation of the Chief Operating Officer, it is expected that the Chief Operating Officer and Vice-Chancellor will consult with the Chair of the Campus Planning Committee on all appointments before they are made.

Item 13 Property Acquisitions and Disposals
Resolved:
The Committee noted the update on proposed land acquisitions and disposal opportunities.

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ACTON CAMPUS MASTER PLAN STRATEGY SYMPOSIUM – 19 MARCH 2018
Prior to the meeting of the Campus Planning Committee on Monday 19 March 2018, a strategy symposium to discuss the Acton Campus Master Plan was held.
1. Opening
The Committee was provided with an overview of the intended outcomes for the strategy symposium. The session was designed to solicit views from Campus Planning Committee members on critical strategic issues concerning the development of the Acton Campus Master Plan. The agenda was shaped around key issues that are expected to enrich the discussion and provide clear strategic guidance for the master planning process.

2. Presentation: Sustaining a Competitive Advantage – The Role of the Estate
The Committee received a presentation about best practice campus planning.

3. Presentation: A Physical Expression of the ANU Mission – The Role of the Master Plan
The Committee received a presentation about what master plans should look like and how they create spatial opportunities that can support the Strategic Plan. The Committee recognised particular value in considering change to the Master Plan through four dimensions:

   ➢ From fragmented to integrated
   ➢ From unstructured to structured
   ➢ From dispersed to compact
   ➢ From isolated to connected.

4. Report: Key Messages from the University Leadership Group Meeting
The Committee received a report which summarised key insights from the working session on the Master Plan held on Friday 16 March 2018 with the University Leadership Group.

5. Delivering a Coherent Campus – Strategies for Success
The Committee discussed what it means to successfully deliver a coherently designed campus.

6. Campus Connections – CSIRO, the City and Beyond
The Committee discussed key campus connections in respect of the City on its eastern boundary and the CSIRO on its western boundary.

7. University Experience
The Committee discussed attributes of the Master Plan that would support the University’s strategic aspirations for a campus experience.

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
23. ACADEMIC BOARD - EXECUTIVE SUMMARY

PURPOSE
To note a summary of the major items and academic policy recommendations, degree approvals, and other awards amendments, at its meeting held on 08 May 2018.

PREPARED BY
Secretary, Academic Board

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Chair, Academic Board

SPONSOR
Chair, Academic Board

RECOMMENDATION
That Council note the summary of major items considered by the Academic Board at its meeting held on 08 May 2018.

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☑

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

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

KEY ISSUE
Academic Board continues to take an active interest in issues surrounding academic freedom, autonomy and integrity as part of its focus on risk and governance. This includes supporting the Vice-Chancellor to develop appropriate guidelines to support executive decision making pertaining to donor relations.

MEETING SUMMARY
Part 1  Procedural items

Membership update
Throughout April the Board undertook elections for its Executive Committee appointments and College representatives. A total of ten new members were welcomed by Board for their inaugural meeting. This included a pre-meeting induction conducted by the Chair and Director CGRO.

Part 2  Reporting

Item 7  Report from the Vice-Chancellor
The Vice-Chancellor emphasised the importance of ANU adopting collectively-developed principles for protecting and nurturing academic autonomy, and the role Board must play in developing those guidelines.

As requested by Board, the Vice-Chancellor also provided a progress report on the University’s performance against Year 1 of the Strategic Plan. This included both highlighting successes, and acknowledging areas in which further work was required.
Resolution
Academic Board noted the report.

Item 11 Report from the Chair
The Chair updated Board on a range of issues, including:

- Her brief to Council in April, emphasising the critical and ongoing role of the Board in promoting effective academic governance and risk management.
- A commitment to ensuring Academic Freedom in the context of recent discussions, including high profile comments made by members of the Ramsay Foundation Board.
- Requesting nominations for Deputy Chair and the Steering Committee.

Resolution
The Board noted the report.

Part 3 – Strategic items

Item 15.2 The impact of donor relations on academic autonomy
The Provost led the discussion, highlighting the following:

- Historical context around the expansion of the University sector in Australia, and resultant attempts to introduce government regulation as an alternative to academic governance.
- Absence of guidance from the Board, to the University Executive, on how we can maintain academic autonomy in the context of a potentially significant donation.
- An acknowledgement that the legacy of dissolving and then re-establishing Academic Board at the ANU was a contributing factor to these challenges.
- ANU academic programs are ANU decisions, and need to be approved by the Board, independent of pressure from donors, financial or otherwise.
- The responsibility of the Board to inform the Executive what guidelines it should adhere to, noting the Board has further recourse to Council if necessary.
- The intent to host a two day conference on the issue in September 2018.

Resolution
Academic Board noted the matters raised.

Part 5 - Accreditation

Item 20 ANU Medical School accreditation report 2017
The Dean ANU Medical School informed the Board about this process, noting the tabled document represented an annual update required as part of a broader 6-10 year external accreditation requirement.

In general, the report represented a positive result for the Medical School. This included noting that feedback to students was continuing to improve. It was also noted this was one of the few accrediting bodies considering social justice issues, and was broadly complementary of the School’s work in the area of Indigenous health.

Resolution
That Board noted the report on ANU Medical School accreditation, in particular the number of reporting items now closed.

Part 8 – Student lifecycle

Item 23 Program Requirements – Minimum Requirements
The Board noted concerns raised by the student population regarding the rigidity of minimum program requirements. It was noted these are based on the limitations imposed by Commonwealth Government funding.
Colleges were reminded of their obligation to ensure information published on the ANU website detailing program orders is accurate, and presented in such a way as to be reader friendly for the student population.

Resolution
Academic Board noted the University and legislative requirements in relation to students completing only the courses required as set out in program orders.

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
C24. Confidential to Council Members
25. POWER OF ATTORNEY

PURPOSE
To note any transactions signed under Power of Attorney by the Investment Manager, since the last meeting of Council.

PREPARED BY
Investment Manager

REVIEWED BY
Chief Financial Officer

APPROVED BY
Chief Financial Officer

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any transactions over which the Investment Manager, exercised Power of Attorney since the meeting of Council on 6 April 2018.

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

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

There were no transactions signed under Power of Attorney by the Investment Manager since the last meeting of Council on 6 April 2018.

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

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

PREPARED BY
Executive Officer, Office of the Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any documents to which the University Seal has been affixed since the meeting of Council held on 6 April 2018.

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 use of the University Seal has been recorded since the last meeting of Council on 6 April 2018.

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

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

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

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

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

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

ATTACHMENT
27.1 Report of significant visits and events, grants and consultancies (171/2018)
28. LEGISLATION

PURPOSE
For Council to note any legislation made by the Vice-Chancellor.

PREPARED BY
Associate Director, Corporate Governance and Risk Office

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note any legislation approved by the Vice-Chancellor since the last meeting of Council on 6 April 2018.

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

BACKGROUND
This report confirms that no legislation has been approved by the Vice-Chancellor since the last meeting of Council on 6 April 2018.
PART 6 – OTHER BUSINESS

*29. 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
30. NEXT MEETING

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

SPONSOR Chancellor

RECOMMENDATION That Council note that its next meeting will be held on 20 July 2018.

ACTION REQUIRED ☐ For discussion ☐ For decision ☑ For information
ATTACHMENTS
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
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<tbody>
<tr>
<td>AB</td>
<td>Academic Board</td>
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<tr>
<td>AHEGS</td>
<td>Australian Higher Education Graduation Statement</td>
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<td>ANIP</td>
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<td>ANU</td>
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<td>Academic Organisational Unit</td>
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<td>AQF</td>
<td>Australian Qualifications Framework</td>
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<td>Australian Research Council</td>
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<td>Audit and Risk Management Committee</td>
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<td>ARP</td>
<td>Alumni Relations &amp; Philanthropy Division</td>
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<tr>
<td>CAP</td>
<td>ANU College of Asia &amp; the Pacific</td>
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<td>CASS</td>
<td>ANU College of Arts &amp; Social Sciences</td>
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<tr>
<td>CBE</td>
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<tr>
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<td>Centre for Higher Education, Learning &amp; Teaching</td>
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<td>ANU College of Law</td>
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<td>Chief Operating Officer</td>
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<td>CPMS</td>
<td>ANU College of Physical &amp; Mathematical Sciences</td>
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<tr>
<td>CRICOS</td>
<td>Commonwealth Register of Institutions and Courses for Overseas Students</td>
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<td>CSP</td>
<td>Commonwealth Supported Place</td>
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<td>Commonwealth Department of Education and Training</td>
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<td>DSA</td>
<td>Division of Student Administration</td>
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<td>DSL</td>
<td>Division of Student Life</td>
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<td>Acronym</td>
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<tr>
<td>DTF</td>
<td>Domestic Tuition Fees</td>
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<tr>
<td>DVC(A)</td>
<td>Deputy Vice-Chancellor (Academic)</td>
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<tr>
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<td>Deputy Vice-Chancellor (Global Engagement)</td>
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<td>DVC(RI)</td>
<td>Deputy Vice-Chancellor (Research and Innovation)</td>
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<td>EFT</td>
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<td>EFTSL</td>
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<td>ERMC</td>
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<td>Fringe Benefits Tax Assessment Act 1986</td>
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<td>MO</td>
<td>Marketing Office</td>
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<td>Major Projects Joint Sub-Committee</td>
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<td>NC</td>
<td>Nominations Committee</td>
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<tr>
<td>NCIS</td>
<td>National Centre for Indigenous Studies</td>
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<tr>
<td>NHMRC</td>
<td>National Health and Medical Research Council</td>
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<tr>
<td>Acronym</td>
<td>Explanation</td>
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<tr>
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<td>Public Interest Disclosure</td>
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<td>PVC(I)</td>
<td>Pro Vice-Chancellor (Innovation)</td>
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<td>PVC(UE)</td>
<td>Pro Vice-Chancellor (University Experience)</td>
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<td>Strategic Communications &amp; Public Affairs</td>
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<td>Tjabal Indigenous Higher Education Centre</td>
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<td>Technology Transfer Office</td>
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<td>UA</td>
<td>Universities Australia</td>
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<td>UAC</td>
<td>University Admissions Centre (for NSW and ACT)</td>
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<td>UEC</td>
<td>University Education Committee</td>
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<tr>
<td>URC</td>
<td>University Research Committee</td>
</tr>
<tr>
<td>VC</td>
<td>Vice-Chancellor</td>
</tr>
</tbody>
</table>
The ANU Humanitarian Health Hub is seeking visionary donors to expand its pioneering work helping people in desperate circumstances, facing major health crises.

Alumni Relations & Philanthropy

With an established centre of research and delivery, and stronger operational and support systems in place, ANU can develop greater numbers of practical and working interventions and apply them in the field. This will directly impact the health and lives of some of the world’s most impoverished and at risk populations.

Crisis prevention
Currently, humanitarian health delivery is based on an emergency response in a crisis. Solutions are often rushed and untested in the field, lacking proper consultation with local area health service providers and affected communities.

The ANU Hub is a unique approach that transforms the very infrastructure of humanitarian health delivery and improves health outcomes in low-resource, high-burden regions globally. The hub consists of multidisciplinary, cross-institutional experts, anthropologists, economists, engineers, medical doctors – with a proven record of delivering effective health crisis solutions in extremely challenging circumstances.

With your help, the Hub will scale up our operation and impact, improving health outcomes for people in desperate need and in some cases prevent health crises before they occur.
Lessons learned from Ebola

In too many cases, solutions to health crises already exist but they aren’t being applied.

Dr Kamalini Lokuge, lead of the ANU Humanitarian Health Hub, is an expert in public health responses to humanitarian crises. She has been working on humanitarian aid for 20 years and was part of an international team in West Africa during the Ebola outbreak in 2015 that resulted in more than 11,000 deaths.

Dr Lokuge’s work in the field and the community helped her understand the fear in the community around treatment around Ebola quarantine sites, where the sick entered completely enclosed sites and disappeared. Dr Lokuge installed transparent fencing dispelling the fears of local community, allowing them to see what was happening, communicate with loved ones who had fallen ill, and ultimately lead to more people being presented for care, reducing the spread and impact of this disease. A simple example of field experience enhancing the efficacy and impact of known interventions.

Become a part of the solution

Further funding of the ANU Humanitarian Health Hub will support field research across multiple fieldwork projects. Currently we can research up to three projects each year, the Hub would increase that capacity to 30. The valuable insights gained from such work would mean that a successful methodology can be applied to communities facing different health crises. This scaled up program would also provide “failed” methodologies and learnings on other projects progressively increasing the opportunities to develop successful models to be applied to other projects.

The ANU hub works to change the systemic obstacles to helping communities facing health crises and deliver results through successful interventions in complex and challenging environments. There are existing cures and solutions to a number of current and future humanitarian health crises, but these basic interventions are not getting to the people who need them most. In many instances the medical solutions are already there.

The ANU hub has a strong focus on engaging with community partners, locals and existing partnerships.

Much of the work on solutions to health crises is already done; with your support this can reach the people and areas that need it most.

“In too many instances, I’ve seen that more could be done to control crises and applying known interventions, which are frequently used in the West, would save hundreds of lives.”

Dr Kamalini Lokuge

Contact
Kerry-Ann Hugo
Senior Development Manager
Alumni Relations & Philanthropy
E Kerry-Ann.Hugo@anu.edu.au
T +61 2 6125 7417
## EXECUTIVE PLAN:

### Academic - Key priorities progress

<table>
<thead>
<tr>
<th>Key Initiatives</th>
<th>Progress</th>
<th>Risk</th>
<th>Timeline</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BUILDING ON A CULTURE OF ACADEMIC EXCELLENCE</strong></td>
<td>• Tenure track positions introduced in the Enterprise Agreement 2017–21&lt;br&gt;• Recruitment policies and procedures for all levels of academic and professional staff revised and introduced&lt;br&gt;• Work on performance indicators now prioritised</td>
<td>T1</td>
<td>Q2 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 1 Regenerate academic recruitment policies and procedures to reflect the performance expectations of the world’s best universities, and global best practice in diversity [ANU 1.1]</td>
<td></td>
<td></td>
<td>Q4 2018</td>
<td></td>
</tr>
<tr>
<td>A 2 All staff with teaching responsibilities will meet the requirements of an ANU Higher Education Academy fellowship (or equivalent) and become a fellow as a part of their probationary conditions, or within a year of transfer, unless they are a Principal Fellow of the Higher Education Academy. All PhD students and fixed-term and affiliated staff with teaching responsibilities will be given the opportunity to complete an ANU Higher Education Academy fellowship. [ANU 1.1]</td>
<td>• Staffing plan for the Centre for Higher Education Learning and Teaching developed for this initiative, and to further improve educational research and to support academics who require help to further strengthen their teaching. Implementation now prioritised with PVCE</td>
<td>T2/T3/T5</td>
<td>Q1 2017</td>
<td>A</td>
</tr>
<tr>
<td>A 3 All staff recruited to the role of dean and school director will complete leadership and management education and will be provided with options for coaching. [ANU 1.1]</td>
<td>• Development opportunities agreed and available for new and existing deans&lt;br&gt;• Academic Development Leadership Development Program for School directors and staff C–D developed, procurement of delivery options now prioritised</td>
<td>T2/T5</td>
<td>Q2 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 4 Introduce a mentoring scheme for all applicants for academic promotion. [ANU 1.1]</td>
<td>• Mentoring scheme now available for all women applicants, work continuing on wider rollout</td>
<td>T2</td>
<td>Q3 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 5 Lead the design and implementation of a national consortium for the professional recognition of educators in higher education. [ANU 1.1]</td>
<td>• Universities Australia endorsed creation of national working party for professional recognition, working party now active with initiatives design on track and within tolerances.</td>
<td>T4</td>
<td>Q2 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 6 Create a Researcher Fellowship Scheme, akin to the Educational Fellowship scheme which provides consistent, high quality training in research planning, integrity, management, entrepreneurship, HDR student supervision, and leadership appropriate for their discipline and stage of career. [ANU 1.1]</td>
<td>• To commence Q2 2018</td>
<td>T2/T5</td>
<td>Q2 2018</td>
<td>G</td>
</tr>
<tr>
<td>A 7 We will improve the terms and conditions of staff in a reasonable, inclusive and sustainable manner, consistent with the goal of maintaining security in employment and capacity to pay. [ANU 1.1]</td>
<td>• Enterprise Agreement 2017–21 agreed</td>
<td>T30</td>
<td>Q2 2017</td>
<td>C</td>
</tr>
<tr>
<td>A 8 All staff who receive student evaluations of teaching with overall satisfaction ≤60% twice or ≤40% once will complete tailored training, and be provided with mentorship, training and/or professional development. [ANU 1.2]</td>
<td>• New review threshold of the bottom 20% of courses in all colleges approved Academic Board S 2017, actioned. Priority now on further ramp up of support services, as per A2 above.</td>
<td>T2/T5</td>
<td>Q1 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 9 Regenerate the University’s core teaching spaces to reflect state of the art physical and digital infrastructure. [ANU 1.8]</td>
<td>• Vision for Learning and Teaching collaboratively created by all college Associate Deans Education December 2017, and provided as brief for packaged classrooms upgrade works&lt;br&gt;• Review of ANU Online completed and capabilities and staffing discussions now led by PVCE</td>
<td>T7</td>
<td>Q1 2018</td>
<td>G</td>
</tr>
<tr>
<td>A 10 Design and implement a multi-dimensional instrument that captures student sentiment concerning learning and teaching and staff sentiment concerning learners and the learning environment. [ANU 1.8]</td>
<td>• New instrument designed, to be deployed in summer semester 2018. Priority is now approval of instruments and revised policies and procedures by Academic Board.</td>
<td>T28</td>
<td>Q2 2017</td>
<td>G</td>
</tr>
<tr>
<td>A 11 Establish one or more international partnerships to promote the recognition of educators in higher education, including the provision of a competitive breakthrough grants scheme. [ANU 1.8]</td>
<td>• Discussions initiated with National University of Singapore, signalling ramp up in 2019</td>
<td>T29</td>
<td>Q1 2019</td>
<td>G</td>
</tr>
<tr>
<td>Key Initiatives</td>
<td>Progress</td>
<td>Risk</td>
<td>Timeline</td>
<td>Status</td>
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<tr>
<td>A12 Provide a simple, streamlined process whereby academic staff can apply for an education policy exemption to test an education innovation. [ANU 1.8]</td>
<td>• Proposal tabled to Academic Quality Assurance Committee 2/2018, for feedback by June and implementation of a pilot with a partner College in Semester 2, 2018.</td>
<td>T29</td>
<td>Q1 2018</td>
<td>Q4 2019</td>
</tr>
<tr>
<td>A13 Introduce Australia’s first university-wide integrated approach to admissions, accommodation and scholarships which recognises academic and co-curriculum achievements and matches financial support with need and which sets the highest national standards. [ANU 1.10]</td>
<td>• ANU ASA (Admissions, Scholarships and Accommodation) Model approved by Academic Board 5 December 2017. • Work on track within tolerances, priority is completion of the IT platform and marketing and communications strategy, including launch</td>
<td>T6</td>
<td>Q2 2017</td>
<td>Q4 2023</td>
</tr>
<tr>
<td>A14 Construct state of the art physical and digital infrastructure in Union Court which prioritise the needs of teachers of the University’s largest courses. [ANU 2.2]</td>
<td>• Construction within tolerances and interior designs for the new teaching building finalised. • Priority is now on completion of access and support plan for teachers using the building, and communication of opportunities for access and support.</td>
<td>T7</td>
<td>Q2 2017</td>
<td>Q1 2019</td>
</tr>
</tbody>
</table>

**Legend**

- **Within Tolerance**: Projects and activities associated with the delivery of this initiative in supporting operational plans are tracking as planned with progress continuing as anticipated
- **Approaching Tolerance**: Projects and activities associated with the delivery of this initiative in supporting operational plans will deviating from plan and are at risk of impacting delivery timeframe unless preventative action is taken
- **Exceeds Tolerances**: Projects and activities associated with the delivery of this initiative in supporting operational plans have deviated from plan and delivery has been impacted
- **Complete**: Projects and activities associated with the delivery of this initiative in supporting operational plans have been successfully completed
- **Not Started**: Projects and activities associated with the delivery of this this initiative in supporting operational plans have not yet commenced
- **Improvement**: Project status has improved since previous report
- **Worsened**: Project status has worsened since previous report
- **Stable**: Project status has been stable since last report
Creating an ANU Innovation Hub

Discussion questions

- Is the hub and node model the most feasible for the ANU?
- Does the proposed innovation hub have the appropriate mix of stakeholders?
- What is the priority on spaces to be provided?
- Is the proposed location appropriate?

Background

Universities across Australia and the world are acknowledging the benefits of partnering with industry in innovation precincts. The Federal Government’s University Precinct Advisory Committee has developed an Innovation Precincts Strategy to be launched in 2018. The discussion paper that lead to the Strategy acknowledged evidence showing how these precincts create higher levels of innovation, industry-research collaboration, business growth and economic growth.

In order for the ANU to capture the transformative impact of research, attract a modern generation of students, staff, visitors and collaborators we need to create spaces on campus that allow collaboration and innovation to thrive. We need to provide an effective gateway from campus to the outside world and from the outside world to campus that networks into the capability and facilities that exist across the University.

By way of comparison, the University of Melbourne recently entered into a partnership to develop an Innovation precinct where “researchers, companies, government bodies and community members will work together to develop innovative products and services” (Carlton Connect). The new Torch Innovation Precinct at UNSW (announced in 2016) has investment from leading Chinese companies and the Ministry of Science and Technology’s flagship ‘Torch’ high technology development program. The Torch partnership includes plans to initially set up incubator spaces on the Kensington Campus close to researchers and a growing community of student entrepreneurs (Torch Innovation Precinct).

At the ANU a network of translational and innovation spaces across campus linked to a focal facility that projects the University’s engagement strategy is proposed. This is not one single Innovation Precinct but a number of facilities and space across campus that engender engagement programs and activities with a range of internal and external stakeholders. Such space to be linked physically and virtually to a highly visible focal hub that provides new spaces and environment. For want of a better name, the ANU Innovation Hub (ANU IH) is a working title.
1. What activities need to be supported in the ANU Innovation Hub?

At the highest level the “ANU IH” should support students and staff to engage in translational and entrepreneurial activities between themselves and with external stakeholder groups.

The following Translational and Entrepreneurial activities to be supported have been identified:

- Periodic entrepreneurial activities: accelerator programs, workshops, hackathons, challenges
- Active linking to Canberra Innovation eco-system
- Support for fledgling ANU and locally led start ups
- Internal ANU support services
- Host Innovation Institutes, ANU Partner Innovation Companies and CRC’s
- SME’s engagement including on campus location
- Collaborative activities with partner research organizations such as CSIRO, DSTG, ANSTO, Data 61 etc
- Government agency engagement
- Hosting funding bodies to enable business engagement
- Engagement with services providers such as consulting and law firms, venture capital providers
- Co-location of multi-national company R&D activities for collaborative engagement
- Access to labs and workshop facilities (including maker space)
- Delivery of Executive Education programs

2. Stakeholders – Who to Engage

These activities will form the basis for engaging with our key stakeholders:

- Students: undergraduate, post graduate, HDR
- Staff: Academic, general
- Start up companies
- SME’s and spin in companies
- Government Departments and Agencies
- Funding agencies
- Multi-national companies
- Partner Research Organizations
- Partner Innovation Organizations

3. Connecting - Building the Culture

Physical space is one element of a successful concept. However, it is not the key element that builds success.

Economic development follows social networks and to exploit this the physical space needs to curate an environment that promotes a culture of connecting, interacting and sharing. This requires careful inclusion of social space and environments that
facilitate the development of social networks and serendipitous encounters. These will include:

- Open outdoor space to meet and hold events
- Cafés and restaurants to allow extended one on one and small group social integration
- Virtual spaces to communicate and interact
- Sports and games spaces

4. Visibility and Access

The ANU IH needs to visible and accessible by internal and external stakeholders, both physically and virtually. This will require:

- Access to parking for non ANU staff working in the central hub
- Visitor parking
- Access to public transport
- A virtual web presence
- A social media strategy
- Prominent position and signage
5. Requirements Analysis

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Stakeholder</th>
<th>Specification</th>
<th>Estimated Space and Facility Needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Periodic entrepreneurial activities: accelerator programs, workshops, hackathons, challenges and active linking to ANU student innovation eco-system</td>
<td>Staff, students, Innovation partners, ANU Innovation</td>
<td>Flexible multi-functional flat space that can be reorganized for events. Audio-visual media support for virtual activities Co-working space to host accelerator programs and fledgling businesses</td>
</tr>
<tr>
<td>2</td>
<td>Active linking to Canberra Innovation eco-system</td>
<td>Staff, students, Innovation partners, ANU Innovation, Start ups, SME’s</td>
<td>As above with additional office space to host Innovation Organization (CBRIN) management</td>
</tr>
<tr>
<td>3</td>
<td>Active linking to ANU Student innovation eco-system</td>
<td>Staff, students, Innovation partners, MNCs, ANU Innovation, SMEs, Start ups</td>
<td>Co-working space to host fledgling businesses</td>
</tr>
<tr>
<td>4</td>
<td>Support for fledgling ANU and locally led start ups</td>
<td>Staff, students, SME’s, service providers,</td>
<td>Reconfigurable office space for an incubator for companies ranging from 2 to 50 people on growth path</td>
</tr>
<tr>
<td>5</td>
<td>Internal ANU support services</td>
<td>Staff, students</td>
<td>Office space to host ANU internal functions of TTO, ANU Enterprise, SPP and Office of PVC(I)</td>
</tr>
<tr>
<td>6</td>
<td>Host Innovation Institutes, ANU Partner Innovation Companies and CRC’s</td>
<td>Staff, students, funding agencies, partner research organizations</td>
<td>Reconfigurable office space to allow activity expansion Virtual access to existing labs and workshop</td>
</tr>
<tr>
<td>7</td>
<td>SME’s engagement including on campus location</td>
<td>Staff, students, SMEs, innovation partners</td>
<td>Office space to host 6 SME’s. Maybe graduates from incubator or spin-in companies. Access to laboratories and workshops on campus. Access to students for recruitment</td>
</tr>
<tr>
<td>8</td>
<td>Collaborative activities with partner research organizations such as CSIRO, DSTG, ANSTO, Data 61</td>
<td>Staff, students, SMEs, multi-national companies, research partners, innovation partners</td>
<td>Space to organize joint workshops and host collaborative R&amp;D teams. Access to laboratories and workshops on campus</td>
</tr>
<tr>
<td>9</td>
<td>Government agency engagement</td>
<td>Staff, students, SMEs, multi-national companies, research partners, innovation partners</td>
<td>Space to hold workshops, host short term secondees</td>
</tr>
<tr>
<td>10</td>
<td>Hosting funding bodies to enable business engagement</td>
<td>Staff, general and academic, Innovation ANU</td>
<td>Space to host all agency staff</td>
</tr>
<tr>
<td>11</td>
<td>Engagement with service providers such as consulting and law firms, venture capital providers</td>
<td>Staff, students, SME’s, partner research organizations, Start ups</td>
<td>Pop up office space for professional service providers</td>
</tr>
<tr>
<td>12</td>
<td>Co-location of multi-national company R&amp;D activities for collaborative engagement</td>
<td>Staff, students, SME’s, multi-national companies</td>
<td>Office space and small workshop space for R&amp;D teams</td>
</tr>
<tr>
<td>13</td>
<td>Access to labs and workshop facilities (including maker space)</td>
<td>Staff, students, SME’s start-ups, multi-nationals, innovation partners</td>
<td>Virtual access portal with pop-up service desk</td>
</tr>
<tr>
<td>14</td>
<td>Delivery of Executive Education programs</td>
<td>Staff, students, government agencies,</td>
<td>Flat room lecture space. Break-out spaces for 10 groups at one time. Multi-media education system</td>
</tr>
<tr>
<td></td>
<td>multi-national companies</td>
<td>Accommodation for short stay post-grad students in single ensuite rooms with social facilities</td>
<td>Accommodation for 50 Exec Students with ensuite facilities and social area</td>
</tr>
<tr>
<td>---</td>
<td>--------------------------</td>
<td>-----------------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>15</td>
<td>Connecting the campus innovation community</td>
<td>All stakeholders</td>
<td>Outdoor event space. Café and food facilities, sports facilities, virtual connecting space</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Outdoor congregation area and space for small meetings</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Team sport facilities such as basketball court, fussball table tennis and table soccer.</td>
</tr>
<tr>
<td>16</td>
<td>Access to public transport</td>
<td>All stakeholders</td>
<td>Close to bus (and tram) routes</td>
</tr>
<tr>
<td>17</td>
<td>Parking</td>
<td>All stakeholders</td>
<td>Parking for 500 occupants and 25 visitors</td>
</tr>
</tbody>
</table>
6. Preliminary Concept Spaces

a. Flexible, Collaborative Spaces

The ANU IH should provide space that allows collaboration to occur. Key to this is a space that allows large and small group interaction and for entrepreneurs’, be they staff or students, pursue new ideas that have impact. Such space should support effective and inspiring delivery of programs that promote engagement.

The following spaces are initial solutions to meet requirements above. It is envisaged that the ANU IH will have Satellite hubs related to Schools and Colleges to support entrepreneurial activities incorporated into new and existing facilities.

**Flexible workshop space**

Three large, flat spaces that can be reconfigured for multiple purposes, including workshops, lectures, social gatherings, accelerator programs, boot camps etc. Available to schools, Colleges and student bodies free and external partners on a sliding scale pricing basis. *(Min Space required 3600 m²)*

*Potential users:* Schools, Colleges, Innovation ACT, Tech-launcher, Canberra Innovation Network (CBRIN), Airbus (Defence & Space), Optus, Lockheed Martin, EY, PWC etc.

Meets requirements: 1, 2, 3, 9, 14

Estimated cost: $21.6M - $28.8M

**Co-working space**

A desk based co-working space for 55 people provided on a cross disciplinary basis. Located close to Flexible workshop space and supported by access to conference and meeting room facilities. Available to staff and students free for a set period and sliding scale pricing over time against market rates. *(Min Space required 990 m²)*

*Potential users:* Square One students co-working space, Entry 29 (all or part), new Canberra co-working space, ACT Renewables Hub, Ag Tech Innovation.

School and College satellite co-working hubs to host 15 people each in Engineering, Physics, Med/Sci, Stromlo and HASS building.

Meets requirement: 1, 2, 3

Estimated cost: $4.0M - $6.0M
Incubator space

Range of reconfigurable office spaces for 300 people in total in 2 to 50 people spaces located adjacent to Co-working space and Flexible workshop space. Access based on scaled pricing over time as businesses become established against market rates (Min Space required 5400 m²).

Potential users: Liquid Instruments, Beta-Therapeutics, NuCoria, Commonwealth Bank Australia, Interferex, Epi-Axis, graduates of co-working space

Satellite hubs to host 2 companies in Engineering, Physics, Med/Sci, Stromlo and HASS building.

Meets requirement: 4

Estimated cost: $32.4M - $43.2M

b. Executive Education Facilities

There is currently no dedicated space on campus to host participants of Executive education programs nor anyway in which these participants can link into the ANU innovation eco-system. Executive Education programs as delivered by the Harvard Business School or Stanford Business School require high quality lecture and break-out group spaces. Additionally, a proposed accommodation facility has the potential to leverage ANU’s unique location adjacent to CSIRO through patronage by its interstate or international visitors. This will provide a platform for CSIRO and its visitors to tap-into the ANU innovation ecosystem.

Executive lecture space in horse-show format for 100 participants (200m²) with 5 break out rooms (100m²) and social/common room space (200m²).

Short stay accommodation for 50 Exec students in single en-suite rooms with social facilities

Potential Users: CBE, CECS, Crawford Schools, CHM, Department of Human Services, ATO, Department of Education & Training, Department of Jobs & Small Businesses, Australian Signals Directorate (ASD), CSIRO

Meets requirement: 14

Estimated cost: $16.8M - $18.4M

c. Office space

The ANU IH should provide commercially-aligned rental space for established companies and government agencies to place staff in co-working environments with students and university staff. This is a model that has already been demonstrated as viable with recent agreements with ASD and DXC, and other organizations keen to replicate. This will be key in strengthening our relationship with the ACT Government and the wider community.
The current limitation is space, and the risk is that ANU misses the opportunity to capture these deep engagements due to lack of suitable space. An estimate of space requirements is provided below.

**General large office space**

**Space to host 1 Federal government** agency (or part of) of 100 people in flexible workshop space and dedicated office space to host short term secondees *(Min space required 1800 m²)*.

*Potential Users:* Department of Foreign Affairs & Trade (DFAT), Defence, Australian Centre for International Agricultural Research (ACIAR), Department of Industry, Innovation & Science (DIIS) – Space Agency

Meets Requirement: 9

Total Estimated Cost: $10.8M - $14.4M

**Space to host 2 R&D teams of multi-national companies,** comprising 50 people in total, to facilitate collaborative engagements.(*Min space required 900m²*). A central facility provides the greatest flexibility, however, opportunities will arise to configure School and College based MNC collaboration spaces such as evident with ASD within College of Engineering and Computer Science.

*Potential Users:* Qantas, Westpac – Artificial Intelligence, Boston Consulting Group, Amazon, Microsoft Research, DXC, Airbus, EY etc.

Meets Requirement: 12

Total Estimated Cost: $5.4M - $7.2M

**General re-configurable office space**

**SME space** to accommodate 6 companies with a total of 50 people each. It is envisaged that companies that grow out of the incubator space and spin-ins will occupy the space with access to laboratories and workshops on campus and students for recruitment *(Min space required 5400m²)*

*Potential users:* Liquid Instruments, Beta-Therapeutics, NuCoria, Quintessance Labs, Epi-Axis etc.

Meets Requirement: 7

Total estimated cost: $32.4M - $43.2M

**ANU Innovation support space** the ANU Innovation portfolio consisting of the Technology Transfer Office, Strategic Projects & Partnerships Team, ANU Enterprise and ANU Connect Ventures offer critical support to ANU Staff with project development and commercialization and aid government and industry in navigating
the labyrinth of the University ecosystem. The Innovation portfolio is currently physically located on the edge of the ANU campus resulting in sub-optimal visibility and accessibility. The ANU's central research services division offers services that are complementary to that of the innovation portfolio and co-locating these services within an innovation hub together with access to external service providers. The space is expected to accommodate 80 people (Min space required 1440m²).

**Potential users**: Technology Transfer Office, ANU Enterprise, Strategic Projects & Partnerships Scheme, Office of PVC(I), Research Services Division, ANU Connect Ventures, ANU legal

Meets Requirement: 5, 11

Total estimated cost: $8.7M - $11.5M

**Innovation Partner** space to accommodate expansion of activity and virtual access to existing laboratories and/or workshops for a total of 3 organizations totaling an estimated 30 people each (Min space required 1620 m²)

**Potential users**: ANU Innovation Institutes and Partner Companies eg, Cyber Institute, WearOptimo, Alternative Energy, Energy Change Institute, Health in Our Hands Grand Challenge etc.

Meets Requirement: 6

Total Estimated cost: $9.7M - $13.0M

**Funding Agency & Partner Research Organisation Engagement** space to organize joint workshops, enable building of relationships and additionally in the instance of partner research organisations, access to laboratories and/or workshops on campus and space to host collaborative R&D teams. Space for up to 110 people (Min space required 1980 m²)

**Potential users**: ARC, NHMRC, ACAIR, GRDC, RDC, DSTG, ANSTO, Data 61 etc.

Meets Requirement: 8, 10

Total Estimated Cost: $11.8 M - $15.8 M

**Total Estimated Cost: $153 M - $200 M** (excludes costs associated with F&B, retail, sports facilities, virtual space & parking)

7. Preliminary Rental Income Estimates

**Flexible workshop space**

As described in 6a the Flexible workshop space will be available to schools, colleges and student bodies free and external partners on a sliding scale pricing basis, ranging from $14
pp per day to $21 pp per day. It is expected that the space will be utilized 60% of the time by schools, colleges and student bodies and approximately 40% of the time by external partners and commercial entities. Assuming maximum capacity utilization at 200 people per day per annum and taking into account 40% utilization by fee paying clients estimated rental returns will range between $410K - $620K pa.

Co-working space

The desk based co-working space with designated desks for 55 people within the central hub and a further 15 each in the Engineering, Physics, Med/Sci, Stromlo & Humanities hub is expected to yield rental incomes of between $28.6K - $36.4K pa.

Incubator Space

As mentioned 6a, SMEs and start-ups will be subject to sliding scale pricing over time, as businesses become established, against market rates. The proposed sliding scale rental model is shown in Figure 1 below with no subsidies provided once the company reaches an annual turnover of over $500 K.

Figure 1 above shows the proposed sliding scale rental pricing that may be applied to SME and Start-ups

Assuming each company consists of 20 people with a total of 15 companies occupying the space at any one time with 10 companies in the first revenue range ($0 - $150 K), 3 in the second and 2 in the third the estimated rental income for the first year will be $126 K. However the rental yield should increase as the businesses become more established. An example of the rental income trend is illustrated in figure 2 below.
Office Space

As highlighted in 6c, it is expected that government departments and agencies, funding agencies, multi-national companies, partner research organisations and partner innovation organisations will pay market rental rates to utilize the office space within the central hub. At current rates this would yield between $4.5M - $5.5M in rental income per annum.

The estimated total rental income per annum is between $5M - $6.7M.

Location

The north-west corner of the university campus, bordering Barry Drive and Clunies Ross St externally, and bordering North Rd internally, is an ideal location for an innovation precinct. This connects directly with the ACT transport corridors, with CSIRO across Clunies Ross St, and with other key parts of the university. Critically, this would form a precinct connecting through to the College of Engineering and Computer Science, and Science Precinct, which are core enabling disciplines for the digital transformation taking place globally, and the source of innovative and entrepreneurial students.

Satellite hubs of approx. 630 m² (estimated cost $3.8M - $5M) to host a co-working space capable of accommodating 15 individuals and space for 2 companies established in new Physics Building, Biology building, Engineering Building expansion, new Social Science building, JCSMR and Stromlo.
<table>
<thead>
<tr>
<th>Month</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday 15 March</td>
<td>Goodstart Early Learning</td>
<td>Facilities &amp; Services</td>
<td>Vice-Chancellor officially opened the Goodstart Early Learning childcare centre.</td>
</tr>
<tr>
<td>Monday 19 March</td>
<td>Shine Dome</td>
<td>Australian Academy of Science</td>
<td>Vice-Chancellor delivered address at the <em>Celebration of the Life and Work of Max Day</em>.</td>
</tr>
<tr>
<td>Tuesday 20 March</td>
<td>HC Coombs Building</td>
<td>CHL</td>
<td>Ambassador Mr Grigory Logvinov of Embassy of the Russian Federation delivered address to ANU students studying Russian.</td>
</tr>
<tr>
<td>Tuesday 20 March</td>
<td>Vice-Chancellor's Residence</td>
<td>Office of the Vice-Chancellor</td>
<td>Vice-Chancellor hosted dinner in honour of The Hon Mr Hamid Ansari, former Vice-President of India.</td>
</tr>
<tr>
<td>Wednesday 21 March</td>
<td>Murdoch Room, Old Canberra House</td>
<td>National Security College</td>
<td>The Deputy Vice-chancellor (Global Engagement) met with the Vietnamese delegation led by the Hon Professor Dr Guyen Tuan, President of Vietnamese Academy of Social Sciences.</td>
</tr>
</tbody>
</table>
| Wednesday 21 March| Llewellyn Hall, School of Music       | Centre for Arab & Islamic Studies/SCAPA | Public lecture on *India and Islamic Civilisation: Contributions and Challenges* presented by The Hon Mr Hamid Ansari, former Vice-President of India.  
Vice-Chancellor delivered opening address.  
600 people attended. |
| Thursday 22 March| Australian Centre on China in the World | National Centre for Indigenous Studies/SCAPA | Professor Mick Dodson delivered his final lecture as Director of National Centre for Indigenous Studies.  
Vice-Chancellor delivered welcome.  
220 people attended. |
| Friday 23 March  | Vice-Chancellor's Residence           | Office of the Vice-Chancellor    | Vice-Chancellor hosted the *Vice-Chancellor's Celebratory Drinks*. |
| Monday 26 March  | University House                      | SCAPA                            | Deputy Vice-Chancellor (Global Engagement) hosted a morning tea for Sri Lankan State Minister of Foreign Affairs, His Excellency Mr Somasundaram Skandakumar, Sri Lankan High Commissioner, Ms Himalee Arunatilaka, Deputy High Commissioner, Dr Tom Davis, Assistant Director, Department of Foreign Affairs and Trade and students of the Australia Awards program. |
| Monday 26 March  | Hyatt Hotel                           | Coral Bell School of Asia Pacific | ANU 2018 Korea Update –The Chancellor, Ambassador-designate of Korea Mr Baeksoon Lee and DFAT Secretary, Frances Adamson, participated in this year’s update. |
Attended by President Ryan, speaker Smith and several other Members of Parliament and Senators. |
<p>| Monday 26 March  | JG Crawford Building                  | Government Relations (SCAPA)     | Vice-Chancellor hosted the Australia-United States Science and Technology Public forum |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Organisation</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday 27 March</td>
<td>Sir Roland Wilson Building</td>
<td>ANCLAS</td>
<td>ANCLAS Policy Forum was attended by • His Excellency Mr Patricio Fernando Powell Osorio, Embassy of the Republic of Chile • His Excellency Mr Eduardo Patricio Peña Haller, Embassy of Mexico • His Excellency Mr Miguel Julian Palomino De La Gala, Embassy of the Republic of Peru • His Excellency Dr Ricardo Javier Varela Fernandez, Embassy of Uruguay</td>
</tr>
<tr>
<td>Tuesday 27 March</td>
<td>Australian Centre on China in the World</td>
<td>SCAPA</td>
<td>Meet the Author event with Mark McKenna on Moment of Truth: History and Australia’s Future. 190 people attended.</td>
</tr>
<tr>
<td>Wednesday 28 March</td>
<td>National Press Club</td>
<td>SCAPA</td>
<td>Deputy Vice-Chancellor (Research and Innovation) hosted a table at National Press Club address by Matt Canavan, Minister for Resources and Northern Australia.</td>
</tr>
<tr>
<td>Wednesday 28 March</td>
<td>Kambri</td>
<td>College of Business and Economics</td>
<td>The Vice-Chancellor led members of the ANU College of Business and Economics Board on a tour of the Kambri development and an introduction to the Indigenous Walking trail.</td>
</tr>
<tr>
<td>Thursday 29 March</td>
<td>University House</td>
<td>Centre for Aboriginal Economic Policy Research</td>
<td>Vice-President (Engagement and Corporate Affairs) and The Hon Linda Burney MP delivered an address at the ANU Women in Indigenous Policy and Law Research Network Event.</td>
</tr>
</tbody>
</table>
| Thursday 29 March     | Sydney                        | Office of the Vice-Chancellor | Vice-Chancellor delivered address at the post Davos World Economics Forum meeting: Australia and the world in 2018. Moderated by Justin Woo, Head of Asia Pacific, World Economic Forum and included the following speakers:  
  - Senator the Hon Mathias Cormann, Minister for Finance  
  - Andrew Liveris, Executive Chair of DowDuPont and CEO and Chair of the Dow Chemical Company  
  - Rob Scott, CEO, Wesfarmers  
  - Elizabeth Proust, Chairman, Australian Institute of Company Directors  
  - Cheryl Martin, Managing Director, Head of Industries, Managing Board, World Economic Forum |
<p>| Wednesday 4 April     | Molonglo Theatre, Crawford School of Public Policy | National Security College/SCAPA | Meet the Author event: In conversation with Clive Hamilton and Professor Rory Medcalf. 260 people attended.                                         |
| Tuesday 5 April       | Hedley Bull Atrium            | Coral Bell           | Book launch: Solomon Islanders in World War II: An Indigenous perspective was attended by Mr Walter MacAvien DIAMANA, Deputy High Commissioner, Solomon Islands High Commission |
| Monday 9 April        | Australian Centre on China in the World | Australian Centre on China in the World | The Hon Dr Andrew Leigh launched the China 2017 Year book. The Vice-Chancellor delivered introduction.                                               |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Organization</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday 11 April</td>
<td>National Press Club</td>
<td>SCAPA</td>
<td>Academics from ANU Climate Change Institute and ANU Energy Institute hosted table at Josh Frydenberg, Minister for Environment and Energy, National Press Club address.</td>
</tr>
<tr>
<td>Wednesday 11 April</td>
<td>University House</td>
<td>SCAPA</td>
<td>Vice-Chancellor hosted <em>Flood Recovery Thank You</em> breakfast. 160 people attended.</td>
</tr>
<tr>
<td>Wednesday 11 April</td>
<td>College of Business and Economics</td>
<td>Centre for Aboriginal Economic Policy Research</td>
<td>Vice-Chancellor delivered opening address at the launch of Aboriginal Affairs NSW Research Agenda.</td>
</tr>
<tr>
<td>Thursday 12 April</td>
<td>Australian Centre for China in the World</td>
<td>SCAPA</td>
<td>Meet the Author event with Jennifer Rayner and Frank Bongiorno. 170 people attended.</td>
</tr>
<tr>
<td>Thursday 12 April</td>
<td>Hedley Bull Atrium</td>
<td>Colleges of Engineering and Computer Science/Energy Change Institute</td>
<td>Vice-President (Corporate Affairs and Engagement) delivered opening address at the Network Aware Coordination (NAC) Platform launch.</td>
</tr>
<tr>
<td>Thursday 12 April</td>
<td>Ambassador’s residence</td>
<td>Office of the Vice-Chancellor</td>
<td>Her Excellency Ms Unni Klovstad from Embassy of Norway hosted a dinner in recognition of the collaboration between ANU and University of Tromso. Pro Vice-Chancellor (University Experience) attended on behalf of the Vice-Chancellor.</td>
</tr>
</tbody>
</table>
| Thursday 12 April  | Hedley Bull Atrium and Coombs theatre | ANU Film Group           | Reception followed by the screening of the *The Teacher* hosted by Embassies of Czech Republic and Slovenia. Attended by:  
  - His Excellency Mr Martin Pohl, Ambassador, Embassy of the Czech Republic  
  - His Excellency Dr Igor Bartho, Ambassador, Embassy of the Slovak Republic  
  - His Excellency Mr Lars Backström and Mrs Brigitta Backström, Ambassador, Embassy of Finland  
  - His Excellency Mrs Martha Mavrommati, High Commission of the Republic of Cyprus  
  - His Excellency Dr Michael Pulch, Ambassador, EU Delegation  
  - Dr Johannes Aigner, Deputy Head of Mission, Embassy of Austria |
| Tuesday 17 April   | Office of the Vice-Chancellor    |                          | Vice-Chancellor met with Gordon Ramsay MLA and Kareena Arthy, Deputy Director-General, Chief Minister, Treasury and Economic Development Directorate.                                                                         |
| Tuesday 17 April   | Allan Barton Forum               | College of Business and Economics | Public lecture delivered by Professor Israr Qureshi on *$45 trillion investment: social intermediation at the base of the pyramid*. Her Excellency Ms Unni Klovstad, Norwegian Ambassador attended. |
| Thursday 19 April  | University House                 | VIP                      | The 2018 KR Narayanan Oration *Dismantling Inequality through ASSURED Innovation* was delivered by Dr Raghunath Mashelkar, National Research Professor and President. |

ATTACHMENT 27.1
SIGNIFICANT VISITS & EVENTS, GRANTS & CONSULTANCIES

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<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday 20 April</td>
<td>University House</td>
<td>Pro Vice-Chancellor (Innovation) hosted Australian Awards Farewell Lunch</td>
</tr>
<tr>
<td></td>
<td>ANU Enterprise</td>
<td>Attended by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- High Commissioners for Uganda, Dr Joyce Kakuramatsi Kikafunda</td>
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<tr>
<td></td>
<td></td>
<td>- High Commissioners for Ghana - Mr Edwin Nii Adjei</td>
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<td></td>
<td></td>
<td>- High Commissioners for Nigeria - Mr Bello Kazaure Husseini</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Ambassador for Cote D’Ivoire - Mrs Jeanne Quehe</td>
</tr>
<tr>
<td>Saturday 21 April</td>
<td>Melbourne</td>
<td>Vice-Chancellor delivered opening address at the Plenary to Congress of World</td>
</tr>
<tr>
<td></td>
<td>Office of the Vice-</td>
<td>Federation of Nuclear Medicine and Biology.</td>
</tr>
<tr>
<td></td>
<td>Chancellor</td>
<td></td>
</tr>
<tr>
<td>Monday 23 April</td>
<td></td>
<td>The Provost and Dean of ANU College of Science met and held discussions with</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Director General of the Science and Technology in Society forum Japan, Mr</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Yukihiko Kazao.</td>
</tr>
<tr>
<td>Thursday 26 April</td>
<td>Sydney National Press</td>
<td>Vice-President (Corporate Affairs and Engagement) hosted ANU table at Sydney</td>
</tr>
<tr>
<td></td>
<td>Club</td>
<td>Press Club Address.</td>
</tr>
<tr>
<td></td>
<td>VP (E&amp;CA)</td>
<td></td>
</tr>
<tr>
<td>Thursday 26 April</td>
<td>Barton Theatre, Crawford</td>
<td>Gender Institute and South Asia Research Institute hosted Professor Syed Tanver</td>
</tr>
<tr>
<td></td>
<td>VIP</td>
<td>Nasreen who delivered public lecture on *Between piety, agency and ethical</td>
</tr>
<tr>
<td></td>
<td></td>
<td>leadership. Why the triple talaq must stop: interrogating a slice of</td>
</tr>
<tr>
<td></td>
<td></td>
<td>contemporary history in India.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Attended by His Excellency Mr Ajay Gondane, High Commissioner, India and Mr</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Abhishek, Deputy High Commissioner.</td>
</tr>
<tr>
<td>Thursday 26 April</td>
<td>Australian Centre on</td>
<td>Meet the Author event: In conversation with Robyn Cadwallader and Catherine</td>
</tr>
<tr>
<td></td>
<td>China in the World</td>
<td>Milne. 140 people attended.</td>
</tr>
<tr>
<td></td>
<td>SCAPA</td>
<td></td>
</tr>
<tr>
<td>Friday 27 April</td>
<td>Vice-Chancellor’s Residence</td>
<td>Vice-Chancellor hosted Vice-Chancellor’s Celebratory Drinks.</td>
</tr>
<tr>
<td>Friday 27 April</td>
<td>Law Link Theatre</td>
<td>Public Lecture <em>Egypt: its role in the region</em> presented by His Excellency</td>
</tr>
<tr>
<td></td>
<td>Student Society</td>
<td>Mohamed Khairat, Ambassador for Egypt.</td>
</tr>
<tr>
<td>Tuesday 1 May</td>
<td>Australian Centre</td>
<td>Meet the Author event with Hugh Mackay on <em>Australia Reimagined</em>. 220 people</td>
</tr>
<tr>
<td></td>
<td>on China in the World</td>
<td>attended.</td>
</tr>
</tbody>
</table>

ATTACHMENT 27.1

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SIGNIFICANT VISITS & EVENTS, GRANTS & CONSULTANCIES

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Australian National University - Research Services Division

Grants and Consultancies
Awarded between 14 March 2018 and 29 April 2018

College of Arts and Social Science ................................................................................................................................... 2
College of Asia and the Pacific ......................................................................................................................................... 2
College of Health and Medicine ....................................................................................................................................... 3
College of Science ............................................................................................................................................................ 4
College of Business and Economics ................................................................................................................................. 5
ANU College of Law ........................................................................................................................................................ 5

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>NSW Department of Aboriginal Affairs</td>
<td>Dr Nicholas Biddle</td>
<td>Demographic and socioeconomic analysis of NSW Aboriginal Population</td>
<td>$43,331</td>
</tr>
<tr>
<td>Kimberley Aboriginal Law and Culture Centre</td>
<td>Dr Maya Haviland</td>
<td>Kimberley Caring for Culture Plan - Schools Component</td>
<td>$40,000</td>
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<tr>
<td>Commonwealth Attorney-Generals Department</td>
<td>Dr Raihan Ismail</td>
<td>Political Islam Seminars (11-13 April 2018)</td>
<td>$45,000</td>
</tr>
<tr>
<td>Commonwealth Department of Social Services</td>
<td>Dr Naomi Priest</td>
<td>Faith communities responses to Family Violence</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th>College of Asia and the Pacific</th>
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<tbody>
<tr>
<td><strong>Primary Funds Provider</strong></td>
</tr>
<tr>
<td>Cardno Emerging Markets (Australia) Pty Ltd</td>
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<tr>
<td>Japan Foundation, The</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
</tr>
<tr>
<td>-------------------------------</td>
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<tr>
<td>Housing Plus</td>
</tr>
<tr>
<td>Beta Therapeutics Pty Ltd</td>
</tr>
<tr>
<td>National Health and Medical Research Council (NHMRC)</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
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<tr>
<td>------------------------------------------------------------</td>
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<tr>
<td>Linnean Society of New South Wales</td>
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<tr>
<td>Meat and Livestock Australia (MLA)</td>
</tr>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)</td>
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<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
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<tr>
<td>Bill and Melinda Gates Foundation</td>
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<td>Australian Synchrotron</td>
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<td>Australian Research Council (ARC)</td>
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<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
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</tbody>
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## College of Business and Economics

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
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<th>Total Amount Awarded</th>
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</thead>
<tbody>
<tr>
<td>NUMFOCUS</td>
<td>Prof John Stachurski</td>
<td>Early Career Research Assistants</td>
<td>$177,661.00</td>
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</tbody>
</table>

## ANU College of Law

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
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</thead>
<tbody>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Dr James Prest</td>
<td>Understand the policy and regulatory framework for the use of biogas in the Australian energy market</td>
<td></td>
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</tbody>
</table>