COUNCIL

The 420th meeting of the Council will be held at 8.00am on Friday 30 May 2014 in the R C Mills Room, Chancelry. Any additional papers and briefing materials will be available in the Mills Room from 7.30am.

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

Kate Molloy
Director
Corporate Governance and Risk Office

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IMPORTANT INFORMATION FOR MEMBERS

CONFIDENTIALITY

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

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

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

CONDUCT OF COUNCIL MEMBERS

Members of Council are ‘directors’ for the purposes of the Commonwealth Authorities and Companies Act 1997 (‘the CAC Act’) as they are responsible for the entire control and management of the University. Members of Council are also 'officers' for the purposes of the CAC Act because they are concerned in, or take part in, the management of the University. Division 4, sections 21 to 27 of the Commonwealth Authorities and Companies Act 1997, sets out rules for the conduct of directors and officers and there are penalties for contravention.

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

An officer of the University must at all times act honestly in the exercise of his or her powers and in the discharge of his or her duties.

An officer of the University must not make improper use of inside information or of his or her position as an officer in order to gain advantage for himself or herself or for another person, or to cause detriment to the University or to another person.

SUBMISSION OF ITEMS BY MEMBERS OF COUNCIL

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

AGENDA ON THE INTERNET

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

http://about.anu.edu.au/governance-structure/council/meetings
PART 1 – PROCEDURAL ITEMS

* 1 ANNOUNCEMENTS AND APOLOGIES

No apologies have been received 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 sections 27F to 27H of the *Commonwealth Authorities and Companies Act 1997*, 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 30, Other Business.

* 5 MINUTES

RECOMMENDATION  It is recommended that the Council confirm the minutes of the meeting held on 28 March 2014 (47/2014).
THE AUSTRALIAN NATIONAL UNIVERSITY

COUNCIL MINUTES

The 419th meeting of the Council was held at 9.15am on Friday, 28 March 2014 in the R C Mills Room, Chancelry Building, ANU campus, Canberra.

ANU Council:

Present:
The Chancellor, Professor Gareth Evans AC QC (in the Chair)
The Vice-Chancellor, Professor Ian Young AO
Pro-Chancellor Ms Ilana Atlas
Professor Stephen Bottomley
Dr Vince FitzGerald
Ms Robin Hughes AO
Dr Doug McTaggart
Mr David Miles AM
Mr Matthew King
Ms Martine Letts
Mr Arjuna Mohottala
Mr Graeme Samuel AC
Professor John Close
Professor Tim Senden
Mr Cameron Wilson

Apologies:
No apologies were received.

In attendance:

ANU Executive and Senior Management:
Deputy Vice-Chancellor (Research) – Professor Margaret Harding
Deputy Vice-Chancellor (Academic) – Professor Marnie Hughes-Warrington
Pro-Vice Chancellor (Research and Research Training) – Professor Jenny Corbett
Pro-Vice Chancellor (International and Outreach) – Dr Erik Lithander
Pro-Vice Chancellor (Innovation and Advancement) – Professor Mick Cardew-Hall
Pro-Vice Chancellor (Student Experience) – Professor Richard Baker
Executive Director, Administration and Planning – Mr Chris Grange
Chief Financial Officer, Mr David Sturgiss
Chair, Academic Board, Professor Nick Glasgow

Chancery staff:
Executive Officer to the Vice- Chancellor - Dr Liz Eedle
Director, Corporate Governance and Risk Office - Kate Molloy
Governance Officer, Corporate Governance and Risk Office – Leslie McDonald
Manager, Governance and Policy, Corporate Governance and Risk Office – Andrew Heath

PART 1: PROCEDURAL ITEMS

1. ANNOUNCEMENTS

The Chancellor welcomed to the 419th meeting of Council Professor Stephen Bottomley, Dean, ANU College of Law, newly-elected to Council following the recent election by Deans and Heads of Research Schools. Professor Bottomley replaces Professor Andrew McIntyre for the remainder of his term to 29 September 2014.
The Chancellor further advised that Mr Geoff Knuckey, Chair of Council’s Audit and Risk Management Committee, would join Council at 9:40am.

Mr Andrew Heath, Manager, Policy Governance, Corporate Governance and Risk Office was also welcomed to the Council meeting.

2. LEAVE OF ABSENCE

Professor Tim Senden was granted leave of absence from 11:30am onwards in order to attend the Driving Forces Conference – The Role of Artists and Designers in Interdisciplinary Research.

Graeme Samuel, who joined the meeting via videoconference from ANU House, Melbourne, advised that, due to other meeting commitments, he would be required to leave the meeting by 10:20am.

No other leave of absence was granted for the meeting.

3. DISCLOSURE OF MATERIAL PERSONAL INTEREST

No member disclosed a material personal interest in any matter on the agenda.

4. ARRANGEMENT OF AGENDA

The Chancellor advised Council members that, due to this morning’s protest by the Students for a Fossil Free ANU group, and following a request for an audience, a representative of the group, Mr Tom Swann, would meet with Council at the conclusion of the main business items and prior to the strategic presentation on International Student Diversity by the Pro-Vice Chancellor (International and Outreach).

Agenda items 7 to 9 and item 12 would be considered in sequence and would be presented by Mr Geoff Knuckey.

Items 1 to 8 were starred for discussion on the circulated Agenda. It was agreed to also star Items 9, 12 and 15.

Unstarred items were approved on the motion of the Vice-Chancellor.

5. COUNCIL MINUTES

Council resolved to confirm the minutes of the meeting held on 21 February 2014 (22/2014).

PART 2: KEY BUSINESS ITEMS

6. VICE-CHANCELLOR’S REPORT

Council noted the report of the Vice-Chancellor.

The following were among the issues raised by the Vice-Chancellor in speaking to the report:

The College of Law
The Vice-Chancellor advised Council that legal proceedings against the University had ended satisfactorily **** with a Deed executed between TCOL and the university recognizing existing naming practice.
New Fellows admitted to the Academy of Science
Twenty one new Fellows have been admitted to the Academy of Science, Australia's pre-eminent academy that recognizes scientific endeavour. Of these, 7 are from ANU and 2 of the 7 are women, an important contribution to the achievement of diversity within the Academy’s fellowship ranks.

****

Review of ‘ANU by 2020’ – Working Group
At the February retreat, Council resolved that a mid-term review be initiated of the goals and implementation strategy for ‘ANU by 2020’ and that a working group be convened to bring forward detailed recommendations. It was proposed that the working group be composed as follows:

Chancellor
Vice-Chancellor
Ms Robin Hughes
Dr Doug McTaggart
Professor Tim Senden
Mr Cam Wilson

May Federal Budget
A series of meetings with the Minister for Education signalled that the forthcoming May Budget may bring forward structural changes in respect of Higher Education. The details of what changes may occur are, however, not clear. The review of ‘ANU By 2020’ is therefore timely to enable the university to consider a range of options in relation to revenue growth, market diversification and pricing.

Other issues canvassed included consideration of funding of the National Collaborative Research Infrastructure Scheme and the Future Fellows Scheme.

****

7. ANU FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2013

Mr. Geoff Knuckey, Chair of the Audit and Risk Management Committee (ARMC), joined Council and outlined, in his memorandum dated 28 March 2014, the processes which had been followed by the Finance and Business Services Division, the Australian National Audit Office (ANAO) and the Audit and Risk Management Committee during the preparation and submission of the university’s Consolidated Financial Statements for the year ended 31 December 2013, the Annual Financial Statements for subsidiary entities of the university, the lead up to audit clearance and sign off by the Australian National Audit Office.

Council was informed that on 18 March 2014, the ARMC recommended that the 2013 Annual Financial Statements for the university be adopted, subject to the receipt of clearance from the ANAO. The ANAO provided its clearance in respect of the university’s Financial Statements in its close out letter, dated 24 March 2014, and in respect of ANU subsidiary entities in a close out letter dated 17 March 2014.

Council noted that the Australian National Audit Office reported that, as part of its review, all matters have been dealt with and that an unqualified audit would result.

Council noted that the consolidated operating result on a full accrual basis for the year ended 31 December 2013 was $19.398 million compared with a surplus of $62.420 million for 2012 and also noted the result was some $22.557 million above the November 2013 projected result.

****

At the conclusion of the presentation of the university’s Annual Financial Statements and subsidiary statements, the Chancellor thanked Mr. Knuckey for his considerable technical
and professional leadership and oversight of a highly complex set of accounts. In response, Mr. Knuckey expressed the gratitude of the Audit and Risk Management Committee for the efforts of the university’s Chief Financial Officer, Mr. David Sturgiss, and the Financial and Business Services team, in delivering quality work which has enabled the Committee to have assurance about the veracity of the underlying results.

Resolved:
That Council:

1. Note a report on the Audit and Risk Management Committee’s consideration of the Australian National University Consolidated Financial Statements for the year ended 31 December 2013;

2. Note a Management Representation letter from the Vice-Chancellor and Chief Finance Officer on the 2013 Financial Statements to the Australian National Audit Office

3. Subject to receipt of clearance from the Australian National Audit Office:
   (a) authorise the Chancellor to sign the Council’s Representation letter to the Australian National Audit Office;
   (b) adopt the Australian National University Consolidated Financial Statements for the year ended 31 December 2013; and
   (c) authorise the Chancellor, Vice-Chancellor and Chief Financial Officer to sign the Statement by the Council that attaches to the Consolidated Financial Statements.

8. UNIVERSITY SUBSIDIARY ENTITIES ANNUAL FINANCIAL STATEMENTS 2013

Council noted the 2013 Draft Annual Financial Statements for the following:

   ANU Enterprise Pty Limited (503A/2014)
   ANU Section 68 Pty Limited (506A/2014)
   ANU (UK) Foundation (507/2014)
   BRU Holdings Pty Limited (504A/2014)
   SA2 Holdings Pty Limited (505A/2014)

   ****

9. AUSTRALIAN NATIONAL AUDIT OFFICE INTERIM AUDIT REPORT ON THE 2013 ANNUAL FINANCIAL STATEMENTS

Council noted the 2013 Annual Financial Statement Audit Interim Management Letter issued by the Australian National Audit Office (31/2014).

10. CAPITAL PLANNING AND EXPENDITURE PLAN

A new process is recommended to best meet the needs of the university’s future capital planning and expenditure requirements for major building infrastructure. The proposal will result in a pooling of existing recurrent funds into a single contestable pool to fund major capital projects on a five year cycle.

The proposal establishes a rolling program structure and gives certainty in relation to capital planning across the campus.

It is recognised that implementation of this program will give the university the strategic capacity to build major infrastructure to support academic and research areas in future years. Deans will become champions for proposals which will be reviewed on an annual basis.

Proposals from College Deans have been invited by the end of April for review and prioritisation by the university’s executive.
Resolved:
That Council approve a new capital planning and expenditure plan for the University.

11. ANU ANNUAL REPORT 2013

The Chancellor noted that the Annual Report for 2013, whilst showcasing the significant activities and undertakings across the student experience, academic and research spectrums, was very insubstantial in its treatment of governance issues at ANU.

It was agreed that for the 2014 Annual Report, a more substantial section detailing the university’s governance framework, the role of Council and its Committees, Council membership, together with a profile of members, needs to be included.

It was further agreed that members receive copies of the printed Annual Report for 2013 as soon as it is available.

Resolved:
That the 2013 Australian National University Annual Report to Parliament be approved.

12. AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER

Section 8.7 of the ARMC Charter refers to the Committee’s responsibilities with regard to the review of the Charter:

8.7.1 At least once a year the ARMC will review this charter. This review will include consultation with the Council.
8.7.2 Any substantive changes to the charter will be recommended by the ARMC and formally approved by the Council.

Amendments proposed, as part of the annual review, are minor with the objective of aligning the Committee’s Charter with the University’s writing style guide and reflecting organisational changes following the integration of the Risk Management & Audit Office and Governance Office into the Corporate Governance and Risk Office.

Resolved:
That Council approve the 2014 Audit and Risk Management Committee (ARMC) Charter as endorsed by the Committee.

13. MEMBERSHIP OF COUNCIL COMMITTEES

Council was advised of the terms of the current membership of the Audit and Risk Management Committee and Finance Committee and the need to consider membership of each Committee as terms conclude and new Council appointments are effected from 1 July 2014.

In accordance with Section 18 (1) (a) and (b) of the Australian National University Act 1991, Council has established the Audit and Risk Management Committee and Finance Committee as Committees of Council. Council will determine the membership and term of appointment to these Committees.

Audit and Risk Management Committee:

In respect of each category of membership, the terms of office of the following Audit and Risk Management Committee members will expire in the coming months:

Chair, currently held by Mr. Geoff Knuckey
Member of Council, currently held by Ms. Ilana Atlas
Up to 4 independent members noting that the Committee is currently carrying two vacancies.
Council members noted the intention to present recommendations on membership for consideration at its next meeting on 30 May 2014. To facilitate the process, members were invited to consider and provide suggestions in readiness for that meeting.

Council further noted in relation to the following that:

1. Mr. Geoff Knuckey will be put forward for reappointment as Committee Chair, for two years to 30 June 2016;
2. A new Council member will be appointed, for a two year period commencing 1 July 2014 to 30 June 2016;
3. Mr. Mark Ridley will be put forward for reappointment, for two years to 30 June 2016; and
4. Three new independent members will be put forward for appointment, each for a two year term, to 30 June 2016.

Finance Committee:

In respect of each category of membership, the terms of office of the following Finance Committee members will expire in the coming months:

Two Council members currently held by Dr. Doug McTaggart and Mr. David Miles

Up to 5 independent members, 3 of which are due to expire and a further one of which is a current vacancy. It should be noted that Ms. Siobhan McKenna’s term will not expire until 30 June 2015.

Council members noted the intention to present recommendations on membership for consideration at its next meeting on 30 May 2014. To facilitate the process, members were also invited to consider and provide suggestions in readiness for that meeting.

Council further noted in relation to the following that:

1. Dr. Doug McTaggart will be put forward for reappointment for a term of two years to 30 June 2016;
2. Mr. David Miles will be put forward for reappointment for a term of two years to 30 June 2016;
3. Mr. Keith Lyon will be put forward for reappointment for a term of two years to 30 June 2016; and
4. Three new independent members will be put forward for appointment, each for a two year term, to 30 June 2016.

****

Resolved:

That Council:

1. Consider and provide suggestions in relation to Committee membership for Council’s Audit and Risk Management Committee and Finance Committee in readiness for Council’s next meeting on 30 May 2016;
2. Note the intention to recommend reappointment of Committee members as advised in this paper; and
3. Note that further advice will be provided at the May meeting of Council in respect of changes to the current composition of Finance Committee to ensure that the Committee takes advantage of incoming expertise that will be brought to Council’s membership in July 2014.

PART 3: STRATEGIC ISSUES

14. INTERNATIONAL STUDENT DIVERSITY

The Pro Vice-Chancellor (International and Outreach), Dr Erik Lithander, gave a presentation on international student diversity.
In the course of the ensuing discussion, the following issues were highlighted:

1. Approximately 26.5% of ANU’s total student enrolments in 2013 were international, and commencing international enrolments in the same year were 30.4% of the total.

2. ANU is placed towards the top of the Group of Eight in terms of the proportion of international enrolments in the student body.

3. The distribution of these international students is uneven across the University, and there are significant concentrations of single nationalities in particular Colleges and programs.

Given the additional projected growth in international student numbers outlined in the Budget Solutions process, some of which was realised in Semester 1 2014, it was considered timely for Council to have a discussion not only about the total future size of ANU’s international student cohort, but also about its composition.

ANU by 2020 does not set specific targets in this area.

The following key questions were posed for consideration by Council:

1. Assuming a diversified cohort that meets the relevant entry criteria, is there such a thing as “too many international students” in a research-intensive university?

2. Is the answer to the above question different by level, i.e. undergraduate, postgraduate coursework and higher degree by research?

3. What thresholds is the University comfortable with in terms of the proportion of international students from a single country, at University, College and program level?

4. What approach, if any, should ANU take to further diversify its international student cohort in the years to come?

In the course of discussion, Council expressed support for the following actions to support a strong international presence amongst student cohorts and a sustainable growth strategy for the university:

1. Development of a diversification strategy that includes Indonesia, India and Brazil amongst its key priority markets, with further exploration of the potential that may be derived in newer markets such as Mexico and Turkey. To this end, ANU must advance partnering efforts. The Vice-Chancellor reaffirmed the importance of India as a potentially strong market, advising a planned visit later in the year.

2. Go8 benchmarking to identify areas for improvement and engagement through ongoing Go8 discussions.

3. Further discussion with Colleges in relation to individual programs, student experience feedback at both undergraduate and post graduate level and assessment of risks.

4. Review of mechanisms, both formal and informal, to facilitate a sense of community, wellbeing and participation amongst international students in a way that contributes to a positive “Australian experience” and enhanced employability. This includes better integration of support services for students.

5. Analysis of those programs presently under-subscribed in respect of international cohort representation and consideration of strategies to redress.

6. Promotion of globalisation within the university’s pedagogical framework.

Council noted that further discussion of this subject would be scheduled, as a strategic topic, at the forthcoming meeting of Academic Board.

The Chancellor thanked Dr Erik Lithander for a most pertinent strategic presentation.
PART 4: OTHER MATTERS FOR DECISION

15. ANU EMERITUS FACULTY ANNUAL REPORT

Council noted the Annual Report for 2013 of the ANU Emeritus Faculty (34/2014).

16. CAMBRIDGE AUSTRALIA SCHOLARSHIPS SELECTION COMMITTEE

Council approved the Cambridge Australia Scholarships Selection Committee memberships (49/2014).

PART 5: OTHER MATTERS FOR NOTING

C17. AUDIT AND RISK MANAGEMENT COMMITTEE – SUMMARY OF MAJOR ITEMS CONSIDERED

Council noted the summary of the major items considered by the Audit and Risk Management Committee at its meeting held on 18 March 2014.

18. ACADEMIC BOARD

Council noted the report from the meeting of the Academic Board held on 7 February 2014 (944/2014).

19. POWER OF ATTORNEY

Council noted the list of transactions over which the Investment Manager exercised the Power of Attorney between 21 January 2014 and 24 February 2014.

20. STUDENT ENROLMENTS PROGRESS REPORT

Council noted the progress report on 2014 student enrolments (39/2014).

21. EMERITUS PROFESSORS AND EMERITUS FELLOWS

Council noted the names of those entered on the Roll of Emeritus Professors and Emeritus Fellows since March 2013 (40/2014).

22. REVIEW OF STATUTES, RULES AND ORDERS 2014

Council noted the program of review now underway to update Statutes, Rules and Orders, as appropriate, to enhance consistency, clarity and ensure currency (41/2014).

23. LEGISLATION

Council noted the following legislation made by the Vice-Chancellor:

 Academic Board (Election of Members) Order 2014
 Higher Doctorates Rules 2014

24. UNIVERSITY SEAL REPORT

Council noted that there have been no documents to which the University Seal has been affixed since the meeting of Council held on 21 February 2014.

25. SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

Council noted the report of significant visits and events, grants and consultancies (42/2014).

26. INTERNAL AUDIT OF THE STUDENT LIFECYCLE EXPERIENCE

Council noted the summary of the internal audit of the student lifecycle experience.
27. REVISED STRATEGIC INTERNAL AUDIT PLAN 2014

Council noted the university’s revised strategic internal audit plan for 2014.

PART 6: OTHER BUSINESS

28. QUESTION TIME

There were no matters raised in Question Time.

29. OTHER BUSINESS

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29.2 Socially Responsible Investment Policy and Asset Owners Disclosure Project

The protest by the Students for a Fossil Free ANU group, held prior to the Council meeting, was in response to a call to universities Australia-wide to participate in an international survey issued by the Asset Owners Disclosure Project (AODP), regarding ethical investment practices and transparency in investment decision-making conduct.

AODP is a non-profit group with the stated aims of ranking organisations so they can understand their market position in respect of climate change risk and help them move towards more low-carbon investments. Its board members include ANU professor and former federal Liberal Party leader, John Hewson, and former head of risk at Goldman Sachs, Bob Litterman.

The Vice-Chancellor reminded Council that, in November 2013, the university adopted a socially responsible investment policy to guide behaviours in respect of investment decisions and to enable assessment of any social harm or benefit that may arise through the university’s investment activities.

In response to questions raised by the Chancellor about the current process guiding investment decisions, the role of the Investment Advisory Committee in policy oversight and reporting arrangements, the Executive Director (Administration and Planning), through the Vice-Chancellor, highlighted that the Investment Advisory Committee is currently reviewing a range of survey methodologies to assess and rank investment performance and to review environmental considerations as part of that assessment process. Amongst available agency ranking schemes are Bloombergs and Macquarie Bank. It is expected that the Investment Advisory Committee will review findings from the ranking review, together with a draft report which will be presented to a meeting of Council in July.

It was noted that, in relation to the survey issued by the Asset Owners Disclosure Project (AODP), the university will need to give careful consideration to how it may respond, noting survey completion deadline is 31 May 2014. The Vice-Chancellor noted that a Go8 response is unlikely. The matter will be considered on an institution by institution basis.

On the specific issue of the adequacy of the university’s current policy in respect of the exercise of its fiduciary responsibility, it was resolved that the policy should be reviewed ****.

Mr Tom Swann, an ANU student, from the Fossil Free ANU campaign, was given the opportunity to address Council to raise relevant issues about ethical investment, and, in particular, to invite the Australian National University to participate in the inaugural Global Universities index survey for 2014, as developed by the Asset Owners Disclosure Project (AODP).

Council was advised that AODP is seeking responses from over 300 universities internationally about “how they are thinking about ‘carbon risk’ in how they invest their endowments”. Mr. Swann noted that the university has in place a Socially Responsible Investment Policy and highlighted that the Students for a Fossil Free ANU have gathered signatures from more than 1,000 staff, students, alumni and other community members petitioning the university to pursue
divestment of fossil fuels from their investments and to consider ways in which transparency in investment decisions can be enhanced.

In response to the issues raised by Mr Swann, the Executive Director (Administration and Planning), Mr Chris Grange, reaffirmed that the university’s Investment Advisory Committee is considering its investment strategy. In addition, Mr. Grange re-stated that the Committee is currently exploring the use of third party ranking agencies to assess the university’s share portfolio.

Mr Swann thanked Council for the opportunity to present student concerns on this issue.

Council concluded at 12:10pm.

30. NEXT MEETING

It was noted that the next meeting of Council will be held on 30 May 2014.

Professor the Hon Gareth Evans AC QC
Chancellor
The Australian National University

(* * * indicates a removed item which is confidential to Council Members)
PART 2 – KEY BUSINESS ITEMS

C* 6  Confidential to Council members
7 ANU – FUTURE DIRECTIONS

PURPOSE
To consider a progress report on the review of ANU by 2020 by the Vice-Chancellor.

AUTHOR
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the progress report on the review of ANU by 2020 by the Vice-Chancellor.

BACKGROUND
Over the last six months there have been a number of discussions about the future shape of research and education at ANU. I have presented data on the ANU business model to Council, and in October last year, it was the theme of a public lecture given by Brian Schmidt. At that time I flagged with our students and staff that this was a conversation they would be invited to participate in. This issue was also the major theme for discussion at the most recent Council Planning Day. At that time, a Council sub-committee was appointed to work with the Vice-Chancellor on developing ideas.

Due to the fact that there were strong indications that the government was planning major structural reforms of the Higher Education sector, the debate was not advanced until after the 2014 Federal budget. Although the budget has been announced, the future of the proposed reforms will depend on passage of the required legislation through the Senate. Hence, there will be a period of uncertainty, which will complicate but should not stop the internal discussion.

This process needs to build on “ANU by 2020” rather than being seen as a new direction for the University. “ANU – Future Directions” has been tentatively assigned to the discussion. Another way of considering this discussion is as a refresh of “ANU by 2020”.

As with the development of “ANU by 2020”, the conversation is also aimed at building deeper engagement and commitment to the institution, to inspire our staff, students and alumni to think ambitiously about ANU and to play a role in positioning us in a competitive and deregulated sector. The process needs to engage all University stakeholders – Council, management, students, staff, alumni etc.

This document is intended to outline present thinking and to seek input from Council on the process and the key issues we should use to frame the discussion.

1. Proposed Process
It is proposed that we use a process similar to that used for the “Budget Solutions” discussion. That is:

- Staff, students and alumni would be invited to a series of themed forums to discuss the key issues
- A web site would be developed which contains material from the forums and also enables staff and students to make comments
- Information from this engagement process will regularly be communicated to the Council sub-committee and Council
The material from the forums and online discussion would ultimately result in a “white paper” to be approved by Council and finally a clear articulation of ANU in the future at a Llewellyn Hall forum.

2. **Potential Forum Process**

   It is proposed that the forum process generally involve a panel of speakers and significant audience involvement. For instance, an education discussion might include: VC, DVC(A), Brian Schmidt, an undergraduate student; a research discussion might include: VC, DVC(R), a key researcher, a Research School Director, a Dean, a PhD student etc.

   Draft topics for forums include:
   - What does the ultimate ANU undergraduate experience look like? Would include discussion of the residential experience and online education. (offer forum twice)
   - Concentrating excellence: Do we need to make tough choices about what research we do? (offer forum twice)
   - Reshaping academic careers: Do we need radical changes to attract and keep the finest academic staff? Would include discussion on Fellowships and the PhD.
   - Webinar Alumni Forum: Imagining our Future: What makes our alumni proud?
   - Funding our ambitions – what size should the ANU be? What is our desired mix of domestic and international students? What is the role of philanthropy? (offer forum twice)

   Are these the correct issues to discuss at the forums? Feedback is sought on the proposed process and topics?

3. **Timing**

   It is proposed to launch the process in the near future and that the forums would be held over a 6 to 8 week period.

---

Ian Young  
Vice-Chancellor

May 2014
8 ASSET OWNERS DISCLOSURE PROJECT – GLOBAL UNIVERSITIES SURVEY

PURPOSE
To consider the University's response in relation to participation in the global universities survey, as issued by the Asset Owners Disclosure Project.

AUTHOR
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council consider and approve the University's response in relation to participation in the global universities survey, as issued by the Asset Owners Disclosure Project (76/2014).

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

BACKGROUND
At the March 2014 meeting of Council, members considered the invitation to the University to take part in the Asset Owners Disclosure Project Global Universities Index 2014, regarding ethical investment practices and transparency in investment decision-making conduct.

AODP is a non-profit group with the stated aims of ranking organisations so they can understand their market position in respect of climate change risk and help them move towards more low-carbon investments. Its board members include ANU Professor and former Federal Liberal Party leader, Professor John Hewson, and former head of risk at Goldman Sachs, Dr. Bob Litterman.

In deciding whether to answer the survey questions, three key issues have been considered:

1. The introduction of the University's Socially Responsible Investment Policy in October 2013;
2. The Asset Owners Disclosure Project and the Global Universities Index survey instrument; and
3. Other ranking and disclosure options.

The attached paper, prepared by Dr. Liz Eedle, Executive Officer to the Vice-Chancellor, discusses these issues and recommends that, at this time, the University not participate in the 2014 survey and, instead, focus on the implementation of its Socially Responsible Investment (SRI) Policy and constructive engagement with students and the wider community on ESG and SRI issues.

The meeting of the Finance Committee held on 16 May 2014 considered the paper and recommends it for Council approval.

ATTACHMENT
8.1 ANU response to AODP (555/2014).
FINANCE COMMITTEE / COUNCIL

PURPOSE
To consider the University’s response to the invitation for ANU to participate in the Asset Owners Disclosure Project Global Universities Index 2014

AUTHOR
Dr Liz Eedle, Executive Officer to the Vice-Chancellor

SPONSOR
Mr Chris Grange, Executive Director, Administration and Planning

RECOMMENDATIONS
That ANU continue the implementation of its Socially Responsible Investment Policy.

That ANU not participate in the 2014 Global Universities Index Survey, and that the Executive Director, Administration and Planning respond to Professor Hewson with a letter outlining the University’s position

ACTION REQUIRED
For decision

INTRODUCTION
Companies and institutions with significant investment portfolios are increasingly considering climate change and carbon emissions as part of their investment decisions. ANU is no exception. As Council is aware, there is increasing interest from students and others in the University’s policies and practices in this area.

Recently ANU was invited to take part in the Asset Owners Disclosure Project Global Universities Index 2014.

In deciding whether to answer the survey questions, three key issues have been considered:
- the introduction of the University’s Socially Responsible Investment Policy in October 2013
- the Asset Owners Disclosure Project and the Global Universities Index survey instrument
- other ranking and disclosure options.

THE ANU SOCIALLY RESPONSIBLE INVESTMENT POLICY

The University Council adopted the Socially Responsible Investment (SRI) Policy at its meeting of October 2013 (Attachment 1).

As noted by Council during its discussion on SRI, investment funds held by the University are matched against offsetting liabilities and commitments. This means the management of these funds carries with it certain obligations including:
- the fiduciary duty to maximise returns on funds under management, balancing risk and return. The assessment of risk also incorporates Environmental, Social and Governance (ESG) and SRI considerations. While individuals and lobby groups are able to emphasise their own priorities, those managing funds are led by fiduciary duty which encompasses a broader set of principles.
- fulfilling the terms of the donation, and providing the scholarships, research support or other outcomes for which the funds were donated, without making assumptions on behalf of benefactors as to what stance they may have taken on SRI policy but nevertheless ensuring the University complies with its own SRI Policy

ANU RESPONSE TO AODP
At its March 2014 meeting, the Investment Advisory Committee considered a proposed timetable for the implementation of the SRI policy. The Committee asked the Investment Office to look to existing external ratings providers and apply some analysis around the current portfolio including statements from external managers. The Office was also asked to examine the merits of determining a threshold ranking below which a particular company would be flagged for divestment.

As outlined in the SRI Policy, the Investment Advisory Committee will prepare a report to Council that summarises measures taken to ensure compliance with the policy. Council has asked to receive this report as early as possible after 30 June 2014.

**ASSET OWNERS DISCLOSURE PROJECT**

More recently, ANU has been invited to take part in the Asset Owners Disclosure Project Global Universities Index 2014 (Attachment 2).

The Project’s website¹ says

“The Asset Owners Disclosure Project is an independent not-for-profit global organisation whose objective is to protect members’ retirement savings from the risks posed by climate change by improving the level of disclosure and industry best practice.”

In his invitation to ANU to participate in the Global Universities Index 2014, Professor John Hewson, Chair of the Asset Owners Disclosure Project provides the following introduction.

“The Asset Owners Disclosure Project (AODP) is a global non-government, non-profit organisation committed to ensuring transparency and proper management of the financial risks associated with climate change. For the past two years, we have rated and ranked the world’s 1,000 largest asset owners, including superannuation and pension funds, sovereign wealth funds and insurers. Our most recent report, found [here](http://aodproject.net), highlighted a serious crisis of transparency amongst asset owners that we are seeking to address. The transparency we provide assists funds to understand in detail how they are performing against their peers in each category, providing a unique opportunity for funds to begin a drive towards best practice.”

The email also noted that the Project’s analyst team would rate ANU based on publicly available information if the University decided not to respond by the deadline of 30 June 2014.

The survey instrument comprises 47 questions across 31 pages, covering the areas of transparency, risk management, low-carbon investment, active ownership and investment chain alignment.

Scoring of the survey comprises ‘performance’ and ‘disclosure’ points. The maximum performance points available are 386. Within the disclosure category are sub groups for participation (providing an answer), and availability of response (whether the university agrees to make that response publicly available). Where a university does not participate and is assessed on publicly available information, its maximum participation points are halved (from 141 to 70.5).

In early April, following media reports of discussions amongst the Group of Eight Chief Financial Officers, and the release of a misdirected email at Monash University advising their Vice-Chancellor not to participate, Professor Hewson published an opinion piece in The Australian criticising universities for their lack of transparency and their investment tactics.² (Attachment 3)

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OPTIONS FOR MANAGING AND DISCLOSING INVESTMENT STRATEGIES AT ANU

There are options for managing and disclosing responsible investment strategies, and some were canvassed in a discussion paper at the Investment Advisory Committee’s March 2014 meeting.

- It would be possible for ANU to seek rankings of individual companies from an organisation that offers such services, although different rankings have their own focus. For example, the Bloomberg rankings focus on the transparency of disclosure.
- ANU could engage an external SRI specialist consultant, either for specific tasks or for a broader mandate. Sydney University, for example, has engaged Mercer Consulting to assist them through the SRI development and implementation process.

The approach proposed by the Investment Office is for it to make its own assessment on individual companies, based on publicly available information, and to provide the independent rankings (such as Macquarie’s Environmental, Social and Governance (ESG) ratings) as additional independent information. It is also intending to approach the managers of trusts in which the University invests for statements as to how they approach Environmental, Social and Governance and Socially Responsible Investing issues.

CONCLUSION

ANU has considered a number of issues in forming a response to the request to take part in the Asset Owners Disclosure Project’s Global Universities Index Survey.

ANU notes the low participation rate in the survey. In 2012 17 completions were received from 1,000 funds invited to complete the AODP survey, and in 2013/14 55 asset owners (46 of which were pension funds) responded to the survey or to members through The Vital Few.

ANU is concerned that the survey does not take into account the context within which universities are investing and the careful decision making that is undertaken to balance a number of risks and responsibilities including regulatory and financial requirements as well as social responsibility. ANU also shares the concerns expressed by UniSuper (Attachment 4) about the nature of the survey and a possible lack of objectivity in the instrument.

RECOMMENDATIONS

1. ANU continue to focus on the implementation of its Socially Responsible Investment Policy, and constructive engagement with students and the wider community on ESG and SRI issues.

2. That ANU not participate, at this time, in the 2014 Global Universities Index Survey, and that the Executive Director, Administration and Planning respond to Professor Hewson with a letter outlining the University’s position.

ATTACHMENTS:

1. ANU Socially Responsible Investment Policy
3. ‘Climate change will win fight for transparency’ Professor John Hewson opinion piece, The Australian, 2 April 2014

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3 UniSuper Climate Change: Frequently Asked Questions – May 2013
SOCIALLY RESPONSIBLE INVESTMENT

Purpose

This policy has been developed to provide guidance on what assets should be held in the University’s investment portfolios.

Overview

This policy seeks to ensure socially responsibility investing behaviours are maintained in the execution of ANU investment policies and strategy. The ANU Council will contribute to the ongoing implementation of this policy. Council will provide input to the debate on substantive issues as they arise.

Scope

This Policy applies to those with responsibility for investing on behalf of ANU, and those with oversight of ANU investing activities.

Policy Statement

The University directly manages a large investment portfolio. The aim of the portfolio is to deliver a balance of risk and return within parameters determined by the University. Investment returns from the University’s investment portfolio support operational revenues, provide for payments on liabilities and underpin endowment mandates. In making these investment decisions, the University also considers its wider responsibilities as an investor.

To this end the University has developed a Socially Responsible Investment policy to provide guidance on what assets should be held in its investment portfolios. While the University has a fiduciary responsibility to maximize returns under its control, to diversify risk and to ensure the funds are efficiently managed, this policy also incorporates the need to assess and consider any social harm or benefit that might arise through these investment activities.

In making investment decisions, the University will aim to:

- avoid investment opportunities considered to be likely to cause substantial social injury
- positively promote investment in securities, companies, trusts and other entities that support socially beneficial outcomes.

It is acknowledged that many large companies have diverse activities and that assessing a company’s involvement in either ‘avoid’ or ‘promote’ activities requires some judgement of the degree of involvement.

Compliance and Reporting

The Investment Advisory Committee (IAC) will monitor investments held in the University investment portfolio through the detailed reports provided to the Committee at its regular meetings to be held four times each year.

Each year, the IAC will prepare a report to Council that summarises measures taken to ensure compliance with this policy. This report will detail any deviation from the policy.
and actions taken to address non-compliance. This report will list any assets held which are in contradiction of this policy and the approved timeframe for reducing these investments.

While undertaking due diligence on new and existing assets held within the University investment portfolios, the Investment Office will ensure each asset is in compliance with the principles provided for in this policy. Should there be any uncertainties regarding the compliance of specific investments, the Investment Director will discuss the matter with University Executive.

Transitional Arrangements

Where the University determines, pursuant to this policy, to reduce its investment in an existing company or asset, the liquidation of that asset should be timed to avoid any adverse impact on the University’s overall investment position and the University may decide to phase out of a particular asset over a period of time. In such cases, the progressive winding back of such an asset will be monitored and periodically reported.
Global Universities
Index 2014

Information for participants

March 2014
The AODP and climate change risks

What is the Asset Owners Disclosure Project?

The Asset Owners Disclosure Project (AODP) is an independent not-for-profit global organisation whose objective is to protect asset owners from the risks posed by climate change by improving the level of disclosure and industry best practice. We aim to do this by helping pension funds and other asset owners understand their market position in this area and implement best practice that involves re-engineering many of a fund’s core processes and operations to redress the huge imbalance in their investments between those with a high exposure to climate change (50-60% of a portfolio) and low-carbon assets (typically less than 2%). This realigning of the investment chain essentially instills long-term investment practices.

The AODP Board brings a diverse wealth of experience to the AODP and is very well-regarded. The Board includes:

- Dr John Hewson, former federal party leader in Australia
- Sharan Burrow, General Secretary at the International Trade Union Confederation
- Bob Litterman, former head of risk at Goldman Sachs
- John Connor, Chief Executive Officer of The Climate Institute
- Dr Andrew Hilton OBE, Director of the Centre for Financial Innovation, London

Climate change – what is the scale of the risk?

Climate change is perhaps the largest single threat to long-term investment returns. The physical and policy impacts from climate change already affect specific assets and have the ability to create sudden, widespread re-pricing of global markets and panic regulation in the future which may drive down values across many or all asset classes.

The long-term inevitability of tight carbon regulation is a key issue for those asset owners who are obliged to look beyond the assessments of the short-term markets and towards long-term risks in order to protect their portfolios.

Climate change – why is it unique for asset owners?

Climate change represents a unique challenge for asset owners. Its risk attributes have never been encountered by investors before being a perceived long term risk, high impact but also high certainty. Clearly other geo-political and socio-economic risks do not have these attributes. Additionally, the risk mitigation costs of climate change are known extremely accurately given its long term nature – the cost per tonne to reduce greenhouses gases in each sector is known with fairly high levels of precision. Finally, the catastrophic risk equation for investors is completed by the proportion of their portfolio exposed to climate change – the exposed sectors add up to around 55% of a portfolio of which over 40% are in high carbon intensive sectors exposed to the regulatory risks.
But won’t the government sort it all out efficiently?

No. To compound the problem for asset owners, three further factors are relevant – firstly there is a relatively low level of current regulation compared to what is required to mitigate climate change and indeed what policymakers say is their target. Additionally, there are six main parallel pathways to the low carbon economy (low carbon innovation, pro-active US policy, pro-active Chinese policy, regional scheme momentum, investor re-allocation, re-active policies due to extreme climate events), however, all of these will have the same intrinsic impact on the high carbon exposures of asset owners – a negative one, as if the US Congress were to pass a 2°C limiting emission trading system where implied liabilities would strand huge quantities of high carbon investments even in the short term. Thirdly, there are already too many long term carbon producing assets in the market to be compatible with 2°C pathways.

The real question for asset owners is ‘what are the individual probabilities and outcomes of those pathways and how best to mitigate climate change risks?’ Unfortunately, 3 of the 4 portfolio risk methods are unavailable – avoidance, insurance and further diversification are simply not possible and so hedging the portfolio is the only viable method for asset owners.

Such is the scale and pervasiveness of climate risk that it requires asset owners to review almost every aspect of their operations to assess whether their fund is managing the risk optimally. Climate best practice is therefore not only a necessary and central objective, but it also represents a major exercise in change management and business transformation.

What role does the AODP play?

There are a lot of initiatives aimed at integrating climate change into the investment process - the Carbon Disclosure Project, Principles for Responsible Investment, Investor Network on Climate Risk, Institutional Investors Group on Climate Change - but it is critical that participants in these initiatives, and the broader investing community, convert those good intentions into material actions to manage climate change-related risks within their investment portfolios.

The AODP’s primary work is focused on rating and ranking the world’s 1000 largest asset owners, publishing the results and then facilitating stakeholders in their efforts to have funds improve their climate change risk management practices primarily through The Vital Few platform. The AODP has emerged to assist asset owners in assessing where they are in their climate roadmap against their peers and against a framework designed to help them drive a path to best practice. The AODP proprietary methodology uses five main categories and a total of 50 data points to build the overall rating for a fund.
These categories are
   a) Transparency
   b) Risk management processes
   c) Investment chain alignment
   d) Active ownership
   e) Low carbon investment

The Global Climate Index’s ratings process is straightforward – a survey is issued to asset owners each June and they have three months to complete the information. If an asset owner does not complete the survey, the AODP ratings team will rate the fund based on publicly available information. To date we have rated over 300 of the 1000 asset owners and this will continue to grow until all funds are rated. To ensure consistency and accuracy, the ratings process has been audited by KPMG.

The AODP Global Climate Index is available on the [AODP website](#). A snapshot has been provided below.

**Who’s been talking about the AODP?**

The AODP has received recognition from the Organisation for Economic Co-operation and Development, the Head of the United Nations Framework Convention on Climate Change, CDP (formerly the Carbon Disclosure Project) and leading asset owners, including the world's second largest asset owner, CalPERS.
The Universities Index

Why universities now?
The AODP will continue to rate and rank the largest 1000 asset owners on Earth through its Global Climate Index. However, we also recognise that universities hold a large amount of money which is at risk if climate change risks are not managed appropriately.

The Global Financial Crisis of the late 2000’s put many universities under financial stress which required dramatic restructuring and change in operations. There is increasingly less room for universities to cut costs in order to remain profitable. When the carbon re-pricing event occurs, it is likely that many universities will see the value of their investments decline significantly, financially straining them once again. The AODP believes that our universities are too important to society to let them fall victim to climate change risk, and that any collapse in funding streams from investment portfolios would further entrench intergenerational inequity and educational disadvantage.

The university sphere has also come under scrutiny from divestment campaigns, such as those under the custody of 350.org. The AODP believes that universities can and should take practical steps to manage climate change risks in line with their long-term interests, but that this does not require divestment.

Why my particular higher education institution?
We’ve identified your institution as one which has either a substantial investment portfolio or a well-regarded university globally. Many universities that will be rated are essentially the highest-value institutions that can be rated, with the world standing to lose the most from a carbon re-pricing event that severely impacts these universities.

Whilst we would like to rate all universities and provide them with advice on achieving best practice in climate change risk management, the AODP, like all organisations, is constrained in its resources. Rating all universities would be prohibitively expensive and unproductive in encouraging asset owner change. To support those institutions who will not be rated, the AODP has made their Climate Change Best Practice Methodology available for free on the website.

Benefits for asset owners

The data collected provides universities and their stakeholders with valuable insight into the strategies deployed by some of the largest asset owners in the world in relation to climate change. The survey encourages universities to engage in climate change-related issues, often for the first time.

The AODP rating and ranking itself provides the asset owners and their stakeholders, including beneficiaries, with guidance on their progress and their peer’s progress towards climate change risk best practice. The ratings are the only opportunity for universities to compare themselves to their peers in terms of climate change risk management. In addition to their overall rating and ranking, all participating asset owners also receive more detailed analysis as to how they performed in each of the main categories providing invaluable feedback as to how they compare with their peers.
The overall rating is of great value but additionally AODP provides a category breakdown for the asset owner showing how their rating is compiled.

<table>
<thead>
<tr>
<th>Overall Data</th>
<th>Category Rankings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rating</td>
<td>Overall Global Ranking</td>
</tr>
<tr>
<td>Example Fund</td>
<td>BBB</td>
</tr>
</tbody>
</table>

This degree of gradation provides the asset owner with a direct driver of its best practice implementation programme and a clear indication of where it excels and where improvement is required.

As well as the Index, AODP offers a free best practice implementation methodology for asset owners to enable them to improve their current practices.

By using the AODP Index and reports, universities can respond to developments in best practice and ensure that they will head towards the industry leadership group. At a time when stakeholders, including staff, students, alumni and donors, are becoming increasingly aware of the importance that climate risk poses to their portfolios, and the industry as whole is coming under increasing focus and scrutiny, the AODP provides the perfect demonstration that your university is addressing this critical issue in a pro-active and professional manner.

**What you can do...**

The AODP disclosure request is sent to the CEO (president, rector or vice-chancellor, depending on region), CFO and where applicable, Chief Investment Officer of each university. If these executives have not announced plans to complete the survey or are not the appropriate person in your organisation to do so then please contact the AODP. We offer universities a free individual run through the survey to ensure that the requirements are understood and to answer any questions you may have. Then, we simply require a response by 31st May 2014 to be included in the Index.

**Contact details**

For a copy of the survey or other information, contact Project Manager, Joshua Sheppard at joshua.sheppard@aodproject.net.
Global Universities
Index Survey 2014

Notes on Completion

All data is to be provided as at the end of your institution’s financial year (please indicate what financial year your institution uses) and expressed as US Dollars. This survey is intended to cover the operations of your entire organization and all of its investment portfolios, not just a single portfolio. Where a question is answered with respect to only one portfolio, it should be your default or largest investment portfolio.

Once Completed

Please email your survey response to disclosure@aodproject.net
Or fax it to +61 2 9283 8154

Got Questions? Let us help

We value the commitment you’re making in completing this survey and ranking your institution among leaders in climate change investment risk management. We’ve worked hard to make this survey comprehensive, relevant and clear, but should you have any questions about any question asked, please call us - we’re here to help:

Joshua Sheppard - Project Manager, Asset Owners Disclosure Project
Phone: +61 402 054 966  
Email: joshua.sheppard@aodproject.net
About Your University/College

Name of Institution  

Contact details of Respondent
Name  
Position  
Email  
Phone  

Briefly describe what kind of structure your institution uses to manage your money.

What were your total funds under management (FUM) at the end of your most recent financial year?
Total FUM  

Of this, what value was held in externally managed portfolios?
Externally Managed Portfolios  
Please indicate the value of your investments held in each of the following asset classes at the end of your most recent financial year.

(The sum of these amounts should be the same as the funds under management figure provided in response to the previous question.)

<table>
<thead>
<tr>
<th>Asset class</th>
<th>USD million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic equities</td>
<td></td>
</tr>
<tr>
<td>International equities</td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Hedge funds</td>
<td></td>
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<tr>
<td>Fixed income</td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
</tr>
</tbody>
</table>

Other comments ____________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
For each asset class, indicate the value of investments that you managed internally or by an associated internal group at the end of your most recent financial year.

<table>
<thead>
<tr>
<th>Asset class</th>
<th>USD million</th>
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</thead>
<tbody>
<tr>
<td>Domestic equities</td>
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<tr>
<td>Private equity</td>
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</tr>
<tr>
<td>Cash</td>
<td></td>
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<tr>
<td>Other (please specify) ...</td>
<td></td>
</tr>
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<td>...</td>
<td></td>
</tr>
</tbody>
</table>

☐ **None**, all our investment are managed externally.

Please indicate whether you give permission for your response to be made publicly available or not.

(Note that if you decide against making your response publicly available this will reduce the total score you receive for the survey.)

☐ **Yes**, make our response publicly available

☐ **No**, do not make our response publicly available

**Other comments**
Please indicate whether your response has been assured or verified, and, if so, by whom:

☐ No, our response has not been verified
☐ Yes, our response has been verified by: ____________________________________________

Who is your primary external adviser on investments?

☐ API Asset Performance
☐ bFinance
☐ Frontier
☐ Hewitt Associates
☐ JANA
☐ Lane Clark & Peacock
☐ Mercer Investment Consulting
☐ Russell Investments
☐ Towers Watson
☐ Other (please specify) ____________________________________________

☐ None

Other comments ____________________________________________
__________________________________________________________
__________________________________________________________
1.1 Have you communicated to students, staff, Board, or other stakeholders about the impact of climate change issues upon investments?

☐ No
☐ Yes (please describe) …
  ☐ Through a newsletter / email
  ☐ On our website
  ☐ Social media
  ☐ Other (please specify) ________________________________

______________________________
______________________________

Other comments ________________________________

1.2 Have you disclosed to your stakeholders (ie. students, staff, alumni, donors) how climate change issues are integrated into your investment processes?

☐ No
☐ Yes (please describe) ________________________________

______________________________
______________________________

Other comments ________________________________
Risk Management

2.1 Do you/your fund manager(s) have a strategy for measuring and managing portfolio-level climate change risks?

☐ No
☐ Yes (please describe)

Internal process:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Fund manager(s) process:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Other comments__________________________________________________________________________

__________________________________________________________________________
2.2 What methods of climate change-related portfolio-level risk mitigation do you/your fund manager(s) undertake? Select all that apply:

☐ Thematic low-carbon investment strategy

☐ Investment in adaptation assets

☐ Purchase of put options or short orders

☐ Positive inclusion criteria (or negative screens) on all investments

☐ Positive inclusion criteria (or negative screens) on selected investments

☐ Carbon Optimisation of the whole portfolio (e.g. portfolio is tilted towards less carbon intensive investments versus benchmark)

☐ None

☐ Other (please specify) __________________________________________

                                                                
                                                                
                                                                
                                                                

Other comments ________________________________________________

                                                                
                                                                
                                                                


2.3 What risks relating to climate change do you calculate and monitor at the portfolio level? Select all that apply:

- Emissions footprint
- Carbon ratings, such as those from a third party provider
- Potential carbon liabilities
- Physical impact risk
- Fossil fuel reserves exposure
- None
- Other (please specify) ____________________________

______________________________
______________________________
______________________________
______________________________
______________________________
______________________________

Other comments _______________________
______________________________
2.4 Does your institution or your institution’s external service providers (e.g. investment managers, asset consultants, etc.) have methods in place to calculate your portfolio-level carbon liabilities at a variety of carbon prices?

☐ No
☐ Yes

2.5 In quantifying portfolio-wide climate change risks do you make specific reference to, and incorporate, broadly accepted carbon price projections such as that provided by the International Energy Agency (IEA)? If so, what model do you use to reflect your base-case scenario planning?

For example, the IEA releases its carbon price projections as part of its Annual Energy Outlook report, for a range of scenarios.

☐ No
☐ Yes (specify which model you use for base case) __________________________

______________________________________________________________

______________________________________________________________

2.6 Following on from Question 2.5, what model do you use to reflect your own carbon price expectations?

Note: the two models may be the same where your institution doesn’t have a view that differs from the base case scenario

☐ No
☐ Yes (specify which model you use to reflect your own expectations) _____

______________________________________________________________

______________________________________________________________

______________________________________________________________
2.7 In relation to carbon price projections, do you instruct your fund manager(s) to use a particular scenario – either base case or your own/organisation's view? Please select all that apply.

☐ Yes (base case)  ☐ No
☐ Yes (organisation's view)  ☐ Not applicable

Other comments ____________________________________________________________________________________________

2.8 What percentage of your total portfolio was invested in high climate impact sector assets at the end of your most recent financial year?

These can include fossil fuel producers, high emitters and emissions intensive sectors such as oil, gas, coal and consumable fuels, metals and mining, electric utilities, independent power producers & energy traders, multi-utilities, etc. … excluding the low-carbon cohorts in each of these sectors.

☐ The percentage was:
  o Domestic equities: ___________________________%
  o International equities: ___________________________%
  o Property: ___________________________%
  o Infrastructure: ___________________________%
  o Hedge funds: ___________________________%
  o Fixed income: ___________________________%
  o Private equity: ___________________________%
  o Cash: ___________________________%
  o Other (please specify): ___________________________%

☐ Unknown

Other comments ____________________________________________________________________________________________
2.9 Do you/your fund manager(s) measure and manage your exposure to investee company balance sheet fossil fuel reserves within your portfolio?

☐ No

☐ Yes, they are:
  o Coal: ________________ metric tonnes
  o Gas: ________________ cubic metres
  o Oil: ________________ barrels
  o Other: __________________ units: _____________

2.10 Does your institution have an emissions intensity reduction target for your investment portfolio?

☐ No

☐ Yes, it is a targeted percentage reduction of ________________ %

☐ Yes, it is a targeted absolute reduction of ________________ tonnes of carbon dioxide equivalent (tCO2-e)

☐ Yes, other (please describe): ____________________________

2.11 What were the scope 1 and 2 emissions of your investments for the most recent financial year in each asset class? Specify in million tCO2-e:

Domestic equities: Scope 1 _________; Scope 2 _________;

International equities: Scope 1 _________; Scope 2 _________;

Property: Scope 1 _________; Scope 2 _________;

Infrastructure: Scope 1 _________; Scope 2 _________;

Hedge funds: Scope 1 _________; Scope 2 _________;

Fixed income: Scope 1 _________; Scope 2 _________;

Private equity: Scope 1 _________; Scope 2 _________;

Cash: Scope 1 _________; Scope 2 _________;

Other (please specify): Scope 1 _________; Scope 2 _________;

☐ Not known
2.12 What are the *reductions* in scope 1 and 2 emissions of your investments during the 12 months to the end of your most recent financial year in each asset class compared to the year prior? Specify in million tCO2-e.

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Scope 1</th>
<th>Scope 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic equities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International equities</td>
<td></td>
<td></td>
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<tr>
<td>Property</td>
<td></td>
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<tr>
<td>Infrastructure</td>
<td></td>
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<tr>
<td>Hedge funds</td>
<td></td>
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<tr>
<td>Fixed income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (please specify)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

☐ Not known

**Other comments**

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________
Low-Carbon Investment

3.1 Do you make a specific allocation for climate change related investments? Please provide data as at the end of your most recent financial year.

Climate change investments are those that reduce the exposure of the overall portfolio to impacts of climate change risk, e.g. physical risks, policy risk, etc. They include (but are not limited to) investments in renewable energy, mitigation and adaptation assets (such as flood barriers, energy efficiency projects), carbon-optimised managed funds, green bonds and carbon commodities.

☐ No
☐ Yes, at the overall portfolio level (total value): ________________ USD million
☐ Yes, within specific asset classes (specify value allocated within these asset classes):

<table>
<thead>
<tr>
<th>Asset class</th>
<th>USD million</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic equities</td>
<td></td>
</tr>
<tr>
<td>International equities</td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td></td>
</tr>
<tr>
<td>Infrastructure</td>
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<tr>
<td>Hedge funds</td>
<td></td>
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<tr>
<td>Fixed income</td>
<td></td>
</tr>
<tr>
<td>Private equity</td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td></td>
</tr>
<tr>
<td>Other (please specify) ...</td>
<td></td>
</tr>
<tr>
<td>Other (please specify) ...</td>
<td></td>
</tr>
</tbody>
</table>

Other comments ______________________________________________________________
3.2 What is the total value of investments in low carbon assets in your portfolio in the following areas (across all asset classes)?

Low carbon assets include (but are not limited to) investments in renewable energy, mitigation and adaptation assets, carbon-optimised managed funds, green bonds and carbon commodities. Please select all that apply.

- Renewable energy infrastructure ________________________ USD million
- Renewable energy companies $1$ ________________________ USD million
- Energy efficiency investments/companies ______________ USD million
- Other clean tech investments $2$ ________________________ USD million
- Adaptation assets (e.g. flood barriers, seawalls): ________ USD million
- Offset assets (e.g. forestation, sinks): ________________ USD million
- Low carbon financial products: ________________________ USD million
- Other (please specify): ______________________________ USD million
- None
- Not known

Other comments

$1$ Defined as emitting 0.2 tonnesCO2-e per MWh or less

$2$ http://en.wikipedia.org/wiki/Clean_technology
3.3 Following on from the previous question, by how much (as a % of total assets) has the allocation to these investments changed in the 12 months to end of your most recent financial year?

- Decrease of 10% or more
- Decrease of 5% to 10%
- Decrease of 0 to 5%
- No change
- Increase of 0 to 5%
- Increase of 5% to 10%
- Increase of 10% or more
- Not applicable - no low-carbon assets held
- Not known

3.4 Are you able to report the geographic or jurisdictional distribution of all your climate change related assets across all asset classes? For example: EU, China, Latin America, etc.

- Yes
- No

3.5 Are you able to report the technological range of all your climate change related assets across all asset classes? For example: solar, wind, energy efficiency, etc.

- Yes
- No
3.6 In relation to the carbon intensity of your default domestic equities portfolio, is your portfolio above, below or in line with your benchmark index (e.g. the S&P 500)?

☐ Under (i.e. less carbon intensive than the benchmark)
☐ Over (i.e. more carbon intensive than the benchmark)
☐ Neutral (i.e. in line with the benchmark)
☐ Not known

Other comments

3.7 In relation to the carbon intensity of your default international equities portfolio, is your portfolio above, below or in line with your benchmark index (e.g. the MSCI World)?

☐ Under (i.e. less carbon intensive than the benchmark)
☐ Over (i.e. more carbon intensive than the benchmark)
☐ Neutral (i.e. in line with the benchmark)
☐ Not known

Other comments
Active Ownership

4.1 Do you have a proxy voting policy?
- No
- Yes – tailored to our own specifications
- Yes – to vote in line with the investee company’s management
- Yes – to vote in line with the investment manager’s own proxy voting policy
- Yes – other (please specify) __________________________________________

4.2 Does your proxy voting policy include direction on climate change issues?
- Yes
- No
- Not applicable – no proxy voting policy

4.3 Is your proxy voting policy public?
- Yes
- No
- Not applicable – no proxy voting policy

4.4 Is your proxy voting record publicly available?
- Yes
- No
- Not applicable – we do not vote our proxies

Other comments __________________________________________
________________________________________
4.5 Have you or your proxy-voting provider ever supported any shareholder resolutions related to climate change?

☐ No
☐ Yes (please specify) ____________________________


4.6 Do you have an engagement policy that outlines how you interact with and / or seek changes from your university's investee companies?

☐ No
☐ Yes, tailored to our own specifications
☐ Yes, through our outsourcing of engagement to a third-party
☐ Yes – other (please specify) ____________________________


4.7 Is your engagement policy public?

☐ Yes
☐ No
☐ Not applicable – no engagement policy

4.8 Does your engagement policy include how you engage with investee companies on climate change issues?

☐ Yes
☐ No
☐ Not applicable – no engagement policy

Other comments ____________________________

_______________________________
4.9 For your most recent financial year, did you engage with investee companies on climate change issues?

☐ No

☐ Yes (list up to four companies you engaged with):
  ☐ ________________________________
  ☐ ________________________________
  ☐ ________________________________
  ☐ ________________________________

4.10 If so, on which climate change related issues did you engage investee companies in your most recent financial year? Select all that apply:

☐ No engagement undertaken

☐ A company’s lack of, or poor execution of, an emissions reduction strategy

☐ A company’s lack of participation in, or need to improve their response for, the Carbon Disclosure Project (CDP)

☐ A company’s use of unrealistic carbon price, oil price or other market variables when making capital investment decisions

☐ A company using their influence to lobby government against climate policy designed to limit global warming to 2C

☐ A company’s lack of climate change (or environment) related incentives in remuneration policy of executives

☐ Other (please specify) ________________________________
  ________________________________
  ________________________________
  ________________________________
  ________________________________
4.11 Please select all of the collaborative engagement initiatives and/or industry associations you participate in. Select all that apply:

- Carbon Disclosure Project (CDP)
- Principles for Responsible Investment (PRI)
- Extractive Industries Transparency Initiative (EITI)
- Enhanced Analytics Initiative (EAI)
- Institutional Investors Group on Climate Change (IIGCC)
- International Corporate Governance Network (ICGN)
- Investor Group on Climate Change, Australia/New Zealand (IGCC)
- Interfaith Center on Corporate Responsibility (ICCR)
- Investor Network on Climate Risk (INCR)
- United Nations Environmental Program Finance Initiative (UNEPFI)
- Other (please specify) ____________________________________________

4.12 Have you engaged in dialogue, lobbying or initiatives pertaining to government policy and/or industry regulations (i.e. stock exchanges, accounting standards) related to climate change issues?

- No
- Yes ((please specify) ____________________________________________

Other comments ____________________________________________
5.1 How are climate change issues integrated into your investment policy framework?
- No policy on climate change
- Standalone climate change policy
- Included in investment policy
- Included in environmental, social and governance (ESG) policy
- Other (please specify) ________________________________

5.2 Does your organisation have a dedicated ESG or sustainability officer with responsibility for dealing with climate change issues in the portfolio?
- No
- Yes

5.3 Does your institution have a formal plan to build climate change capability either internally or via external service providers?
- Yes
- No, we will not be building climate change capability as we don't think it impacts how we manage our investment portfolio
- No, we will not be building climate change capability as we don't know if it impacts how we manage our investment portfolio
- No, we have been building capability and now believe it is sufficient

Other comments ________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________
5.4 Do you have a formal plan or process to assess climate change risks?
- No
- Yes

5.5 Who do you provide incentives to in order to reduce your portfolio's level of emissions or emissions intensity? Select all that apply:
- None
- Our executives
- Our trustees
- Investment/portfolio managers
- Asset consultants
- Other (please specify) ________________________________
  ___________________________________________________________________
  ___________________________________________________________________
  ___________________________________________________________________

Other comments ________________________________________________________

5.6 Does your asset consulting mandate (or, Investment Policy Statement, if no external asset consultant is employed), make any specific reference to climate change capability or issues?
- No
- Yes

Other comments ________________________________________________________

_____________________________________________________________________

_____________________________________________________________________

_____________________________________________________________________
5.7 Following on from Question 5.6, which of the following elements are reflected in the asset consultant agreement/investment policy? Select all that apply:

- [ ] Not applicable – no climate change references
- [ ] Climate change related allocations
- [ ] Proven climate change skills capability
- [ ] Integration of climate change research
- [ ] Mandatory integration of climate change research and data
- [ ] Allocations to low carbon investments
- [ ] Climate change factors in manager rating
- [ ] Carbon optimisation
- [ ] Reference to your climate change policy
- [ ] Longer investment horizons
- [ ] Greater mandate length
- [ ] Retained bonuses/claw-backs/options for long-term return (please specify)
- [ ] Mandatory signatory of initiatives such as UNPRI, EAI or GRI
- [ ] Other (please specify) ________________________________

5.8 How does your asset consultant (or, investment executives, if no asset consultant is employed) factor climate change issues into their short-listing process of investment managers?

- [ ] Not at all
- [ ] Analysis of investment manager’s climate change policy and capability
- [ ] Other (please specify) ________________________________
5.9 Do your current investment manager agreements with your fund managers incorporate climate change issues?

☐ Yes, they have specific guidance on climate change
☐ Yes, they refer to our climate change policy
☐ Yes, they refer to our ESG policy
☐ No, we operate an overlay on their investments
☐ No

Other comments

5.10 Do your investment manager agreements with your fund managers reflect any of the following? Please select all that apply:

☐ None
☐ Mandatory integration of climate change research and data
☐ Allocations to low carbon investments
☐ Carbon optimisation
☐ Reference to your climate change policy
☐ Greater mandate length
☐ Longer investment horizons
☐ Retained bonuses/claw-backs/options for long term-return (please specify)
☐ Mandatory signatory of initiatives such as UNPRI, EAI or GRI
☐ Other (please specify) ____________________________________________

Other comments

__________________________________________________________

__________________________________________________________
5.11 Please indicate in which asset classes your investment managers are incorporating climate change issues as part of their defined investment process. Select all that apply:

- None
- Domestic equities
- International equities
- Property
- Infrastructure
- Hedge funds
- Fixed income
- Private equity
- Cash
- Other (please specify) __________________________

Other comments ____________________________

5.12 Do you use a third party company for portfolio-level climate change data or research or instruct any adviser to do so?

- No
- Yes (please specify) __________________________

Other comments ____________________________
5.13 To whom in your organisation do you provide climate change training? Please select all that apply:

- None
- Climate change specialist in the investment team
- Investment team
- Chief Executive Officer
- Chief Investment Officer
- Trustees
- Other (please specify) ________________________________

Other comments ________________________________

5.14 How did you increase your capacity and capability for dealing with climate change issues in the past year? Please select all that apply.

- Not applicable - capacity and capability were not increased
- Through hiring staff
- Through hiring external consultants
- Through providing training to existing staff
- Other (please specify) ________________________________

End of Questionnaire
Scoring Your Survey Responses

Your university will be awarded both “performance” points and “disclosure” points for your answers to the questions in the five categories of Transparency, Risk Management, Low Carbon Investment, Active Ownership, and Investment Chain Alignment.

**Performance Points** are awarded according to answers given on each question, with universities and colleges demonstrating best practice receiving more points than those that do not.

**Disclosure Points** are awarded both for your participation and when you opt to make your response publicly available.

**Participation**
- Participating institutions get three points for each question answered
- When an institution doesn’t participate – that is to say when it is assessed based only on publicly available information gathered by the AODP, only 1.5 points are awarded for each question that can be answered.

**Availability of Response**
At the start of the survey you are given the option to make your university or college’s responses publicly available or not.

- When you choose to make your responses publicly available you retain all of your disclosure points.
- When you do not, your disclosure points are lost.
- Where an institution doesn’t participate and assessed is based only on publicly available information gathered by the AODP, the assessment is made publicly available and disclosure points (albeit earned at the half-rate of 1.5 points per question answered) are retained.
Here is a summary of the scoring methodology …

<table>
<thead>
<tr>
<th>Section</th>
<th>Number of Questions</th>
<th>Max Performance Points available</th>
<th>Max Disclosure Points available to Participating Institutions</th>
<th>Max Disclosure Points available to Non-Participating Institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency</td>
<td>2</td>
<td>10</td>
<td>6</td>
<td>3</td>
</tr>
<tr>
<td>Risk Management</td>
<td>12</td>
<td>120</td>
<td>36</td>
<td>18</td>
</tr>
<tr>
<td>Low-Carbon Investment</td>
<td>7</td>
<td>93</td>
<td>21</td>
<td>10.5</td>
</tr>
<tr>
<td>Active Ownership</td>
<td>12</td>
<td>69</td>
<td>36</td>
<td>18</td>
</tr>
<tr>
<td>Investment Chain Alignment</td>
<td>14</td>
<td>94</td>
<td>42</td>
<td>21</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>47</strong></td>
<td><strong>386</strong></td>
<td><strong>141</strong></td>
<td><strong>70.5</strong></td>
</tr>
</tbody>
</table>

All universities are ranked according to their overall score – the sum of their performance points and disclosure points

The full scorecard, including the points awarded for each question, is available to download from the Asset Owners Disclosure Project website [here](#).
Thank you! How did we do?

Thank you for your time and energy in completing this survey on behalf of your university. We’d love to hear about your experience and any suggestions or feedback regarding any part of this process, or more broadly the Asset Owners Disclosure Project and its Global Universities Index.

Once Completed

Please email your survey response to disclosure@aodproject.net

Or fax it to +61 2 9283 8154

Asset Owners Disclosure Project / Level 15, 179 Elizabeth Street / Sydney NSW 2000 / Australia / www.aodproject.net / info@aodproject.net
Climate change will win fight for transparency

JOHN HEWSON  THE AUSTRALIAN  APRIL 02, 2014 12:00AM

IN times of change, transparency helps us to steer our institutions and overcome structural barriers as well as human intransigence. And business gurus’ angles on embracing change ignore the obvious fact that it is very difficult.

Never has this resistance been felt more than the top of the investment chain, where the superannuation and pension industry, now the largest on earth with about $40 trillion, has sneaked up on us all to dominate the drivers of our economy and provide most of the oxygen of capital that business needs to flourish. It has taken a major global problem to challenge the fabric by which it operates.

Climate change is a long-term physical impact risk, but one with great certainty of occurrence even if the precise impacts are complex to estimate. This certainty means regulatory reaction and the investment risk for super and pension funds is only a question of timing.

Climate change has created a focus on this industry that is simply not going to go away. The debate about the role of long-term investors has been around for a while, but only with the advocacy and analysis of NGO’s such as the Asset Owners Disclosure Project, Share Action and 350 has the spotlight been turned up.

This week, AODP’s Global Universities Initiative reminded us all that without transparency there can be no change management. The staggering lack of good faith exhibited by Australia’s leading sandstone universities and their gross insults to their stakeholders has taught us that we must drive for answers if change is not to automatically mean chaos.

The so called “Monashgate” scandal will likely resonate for some time. University stakeholders such as lecturers, students, alumni and their peer members in the super funds must act on this resistance to protect society and its retirement savings in the wake of the potentially massive systemic issue climate change represents.

The transparency being requested of these funds was no ethical or environmental crusade. It’s a justifiable inquiry into how these funds are adapting investment risk methodologies to meet a unique challenge.

It appears universities believe their fund managers and investment banks can cleverly stock pick their way out of climate change, but that once the crisis accelerates they can sell their investments to cash to preserve stakeholders’ money.

It didn’t work in subprime and it won’t work again with climate change.

They must be forced to reveal their approach or face a tidal wave of challenges to their authority and credibility which they cannot win.

This begs the question: How long do they think they can defend the indefensible and resist
transparency?
Not long, I suspect.

John Hewson is chairman of the Asset Owner Disclosure Project.

Share this story


UniSuper has recently received a number of queries in reference to climate change and carbon emissions from an investment perspective. To enable ease of reference we set out below some of the frequently asked questions that we have received and our responses to them.

1. How does UniSuper manage climate risks from an investment perspective?

In managing our approach to climate change, UniSuper:

- Is a member of the Investor Group on Climate Change;
- Is a signatory to the Carbon Disclosure Project;
- Participates, annually, in the Global Investor Survey on Climate Change (conducted by the IGCC, IIGCC and the ICR); and

In 2012, engaged with all of its unlisted property and infrastructure investment managers (who manage physical assets) to obtain an understanding of how climate change might impact those assets and the implications of the carbon pricing mechanism;

- Regularly assesses the issue of climate change with its listed equities managers and its impact on their investment process;
- Participated in the AIST / Trucost carbon exposure study;
- Assessed the impact of the introduction of the carbon pricing mechanism on the most carbon intensive companies within the ASX 100;
- Routinely monitors and reviews research prepared by a wide range of groups regarding climate change and regularly attends briefings on climate change related matters; and
- As at mid-2011, had achieved an average National Australian Built Environment Ratings Scheme (NABERS) rating of 4.2 stars for its unlisted property assets and is working to improve this rating over time.

2. What does being a signatory to various industry wide climate change initiatives mean in terms of the way UniSuper conducts its investment process?

Being a signatory to industry wide climate initiatives signals our support for action at a collective level. Accordingly, we believe it is useful for investors to co-operate and collaborate where appropriate.

3. Is investing in coal (and fossil fuels) contrary to the climate science?

Converting climate science into a practical investment strategy is very difficult. UniSuper owes its members a fiduciary duty when investing their superannuation savings. We set our investment strategy based on a long term outlook given the time horizon for superannuation, but also need to make investment decisions based on shorter term economic and market conditions. Within this context, climate change and carbon are two of the risks we consider when making investment decisions (among many other financial, regulatory, environmental, social and governance matters).

We do not believe it is appropriate to ‘just’ sell down high carbon stocks. The more the market sells down a stock, its price falls, and it becomes cheaper and may actually become a good investment despite any risks that it faces.

We focus on buying assets at the right price and the fact that a company is exposed to fossil fuels does not of itself mean it is a poor investment proposition. Of course, if the market has not priced these risks correctly, then it would be appropriate to sell such securities. Our role at UniSuper is to consider the extent to which the risks and opportunities facing a company are correctly priced.
Further, making an informed investment decision (irrespective of the climate science) requires an evaluation of:

- The likelihood of an adverse event taking place within a reasonable timeframe; and
- The magnitude of the expected loss given such an event occurring.

At this point, with regard to a catastrophic climate event, neither of the above items is yet determinable with any level of objectivity.

4. What proportion of your portfolio is invested in high carbon investments?
What proportion of your portfolio is invested in low carbon investments?

The level of carbon emissions and emissions intensity of a company does not provide an indication of how climate change and carbon emissions are being managed by individual companies. Some companies may have high absolute levels of carbon emissions, but be highly efficient in terms of their operational processes. Conversely, there may be some 'low carbon' companies that are inefficient in their operations from a carbon emissions perspective. The fact that a company has low carbon assets does not necessarily mean that company has quality carbon management practices in place nor does it of itself indicate that a company is a good investment proposition.

We have not specifically analysed the value of 'emissions intensive companies' as compared to 'low carbon companies'. Fund managers are required to assess each company on its merits, including consideration of environmental, social and governance (ESG) factors prior to making an investment decision.

We do know that less than 5% of total fund assets are directly invested in the energy sector. However, it is important to note that all investments will have some indirect exposure to fossil fuels via electricity consumption, fuel use, air travel etc. This is why we are a signatory to the Carbon Disclosure Project (CDP) which encourages companies to disclose their impacts on the environment and natural resources and take actions to reduce such impacts.

We are in the process of preparing a register of low carbon investments and are considering undertaking more detailed carbon exposure analysis.

www.unisuper.com.au

5. Have you considered a ‘carbon hedge’ within the investment portfolio? Will UniSuper invest an extra 3% of the portfolio into low carbon assets by 2015?

As noted at question 3, we set our investment strategy based on a long term outlook and the time horizon of superannuation, but also need to make investment decisions based on shorter term economic and market conditions. Within this context, climate change and carbon are two of the many issues we consider when making investment decisions (among many other environmental, social and governance matters).

For any hedge to be effective it must be precise; otherwise one potentially hedges the wrong risk (exposing the fund to 'basis risk') and/or incurs either a direct or opportunity cost. Accordingly, building a portfolio with an effective ‘carbon hedge’ is practically unachievable as it is difficult to determine what the catastrophic climate event will be, when it will occur, which companies will be affected (and how) and how individual companies will respond. It is almost impossible to establish who the winners and losers will be. Further, if you mis-specify the hedge, you do not get the desired protection yet you still incur the opportunity costs and the cost of purchasing the protection.

It is not as simple as buying ‘low carbon’ assets or not buying ‘high carbon’ assets. This is because in the event of a catastrophic climate event all companies will be impacted. To mitigate the impacts of a catastrophic climate event, one would need to avoid, minimise any exposure to listed equities because in such an event all shares are likely to fall in price because of increased market and economic uncertainty.

To avoid this risk one would likely need to invest substantially in cash & government bonds. Such defensive assets are likely to rise in value in the event of any catastrophic or at least stay constant in the event of an unexpected risk crystallising.

On this basis, we have not sought to implement a carbon hedge and do not currently have specific targets in place regarding low carbon investments. And, as noted at question 3, we reiterate that converting climate science into an investment strategy is very difficult. Companies are dynamic and are always adapting. When we buy stock in a company we know that the company will change over time and respond to the environment in which it operates.

We recognise that some of our members have specific concerns regarding climate change and want their funds invested in a manner that does adopt a focus on climate risk and avoids fossil fuels. Refer to questions 7 and 8 for more information in this regard.

However, if you are of the view that a catastrophic climate event is a possibility in the foreseeable future, the safest approach may be to avoid investing in shares.

Whilst it is possible that fossil fuel reserves may exceed the carbon budget required to limit warming to 2°C, there are challenges to assessing the risks associated with unburnable carbon and stranded assets and translating these into an investment strategy.

As AMP Capital Investors has stated “...policy and regulatory mechanisms are yet to be put in place to achieve this goal [limiting climate change to less than 2°C] ... there is no clear policy or regulatory framework on which to base the risk assessment, and the risk is only likely to materialise itself in the mid-long term, i.e. more than 5 years.” Further, as page 29 of the Report states, it is not possible for asset owners “to simply divest their portfolio from all investments related to fossil fuels”.

By way of context, UniSuper owes its members a fiduciary duty when investing their superannuation savings. We set our investment strategy based on a longer term outlook given the long time horizon for superannuation, but also need to make investment decisions based on shorter term economic and market conditions. Within this context, climate change and carbon are two of the many issues we consider when making investment decisions (among many other environmental, social and governance matters).

According to AMP Capital Investors and Citi approximately 14%-15% (at the very most) of ASX200 market capitalisation relates to fossil fuels (i.e. based on those companies that produce fossil fuels, are service providers to fossil fuel industries or are involved in transport or transport infrastructure). However:

- Many resources companies are not pure play fossil fuel companies and have highly diversified operations (e.g. BHP Billiton, Rio Tinto and Wesfarmers none of which is significantly leveraged to thermal coal). In reality, companies such as these have only a portion of their value at risk and have flexibility in their operations (which have evolved and changed over time) and thus the ability to focus their operations away from one area and toward another depending on economic, market and political conditions.

- Companies providing services to fossil fuel companies, also typically provide services to a range of industries and across a range of commodities and therefore also have flexibility in their operations.

- In an unburnable carbon scenario some demand for fossil fuels will remain (e.g. personal transportation, transportation of goods, energy demand and metallurgical coal used in steel production for which there is currently no alternative).

Thus, as stated above, it is difficult to translate concerns around climate change and stranded assets into an investment strategy. Therefore we seek to remain abreast of the issues and continuously monitor how we might manage these risks.

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7. What can I do if I don't want my funds to be invested in fossil fuels?

We recognise that some of our members have specific concerns regarding climate change and want their funds invested in a manner that does adopt a focus on climate change and avoids fossil fuels.

As a result, we launched the Global Environmental Opportunities option in April 2012 for our accumulation members to invest in, should they so choose. This option invests in international companies that provide products and/or services that seek to deliver solutions to environmental challenges globally and contribute to a more environmentally sustainable economy. Namely: alternative energy, clean technology, sustainable water, green buildings and pollution prevention. As such we invite you to consider whether this option may be suitable for you.

8. The GEO option is a good initiative but I want a greater number of options to choose from without investing in fossil fuels or carbon intensive companies?

As it presently stands, we have approximately 435,000 members with divergent personal values, beliefs and philosophical views. It is not possible for us to cost effectively offer 435,000 options that are specifically tailored to each member. Accordingly we seek to provide a sufficiently diverse range of options that cater to our broad based membership whilst ensuring that the range of options is not so vast as to become economically or administratively inefficient.

This is why we offer the GEO option, to cater to those members with particular environmental and climate change concerns. Not all our members have the same priorities and equally, some members do want the ability to invest in companies across all industry sectors (e.g. including oil & gas).

By offering a range of stand-alone options including the GEO option, we provide you with the tools and flexibility to create a portfolio that best suits your needs. For example, you might consider whether it is appropriate to build your own option, using the GEO option in combination with one or more of the Listed Property, Cash or Government Bonds options. In doing so, we are giving our members the tools to manage the risks that they are concerned about.
9. Why doesn’t UniSuper apply the GEO principles to all options?

Not all our members share the same concerns regarding climate change risks and many are comfortable with the investment approach that UniSuper already has in place. That said, as a significant investor in Australia (and international markets), and as a fiduciary acting in its members’ best financial interests, UniSuper has a broader role to play in promoting responsible business practices amongst its investee companies.

UniSuper and its investment managers conduct detailed analysis of stocks before purchasing and will generally acquire a stock where it is believed that the stock has the potential to outperform the wider market. In doing so, we seek to take a comprehensive view of all the factors that may impact the value of a company. As part of this, we seek to ensure that environmental, social and governance (ESG) risks are considered as part of our investment process. This is consistent with the various collaborative initiatives that we participate in. Understanding ESG issues that can impact assets or companies within our investment portfolios is important. Our internal team regularly engages with investment managers and companies directly on ESG issues. We also expect our investment managers to be aware of these ESG factors that can affect our members’ investments. We do not dictate how they should do this, but we engage with them on their consideration and management of ESG risks within their portfolio. This is an important part of the manager selection and review process.

As such, ESG is a prominent theme for UniSuper and ESG is considered as part of the mainstream investment process across all options. Specifically, the integration of ESG considerations into the mainstream investment process seeks to ensure that ESG risks and opportunities are identified and analysed. Just because a company may not perform as well as it could from an ESG perspective does not preclude an investment in such a company. UniSuper also believes that active ownership enables the Fund to drive change (i.e. by engaging with companies and exercising our right to vote on resolutions).

10. The SRI options include resources companies. Is this contrary to the various initiatives we participate in and is this misleading to members?

As disclosed on our website and in our PDS documents, UniSuper adopts a best of sector approach to its socially responsible investment options using the Dow Jones Sustainability Index and the Australian Sustainability Shares Index. These indices are sector neutral and seek to include companies in each industry sector (e.g. finance, food & beverage etc.) that are assessed to have more sustainable and socially responsible practices than their peers. Each company within each sector is assessed, rated and scored on various environmental, social and economic criteria by Sustainable Asset Management (SAM). To be included in the above indices, a company must receive a score in the top 30% of its sector. A range of matters are considered and these include environmental management, biodiversity impacts, product stewardship, labour practices, codes of conduct, transparency etc.

We believe this labelling is appropriate. In addition, as a potential alternative investment option the abovementioned GEO option may be suitable for members who have a specific focus on the environment and climate change.

11. Does UniSuper disclose information to the Asset Owners’ Disclosure Project (AODP)?

When UniSuper was first invited to complete the AODP survey we reviewed the survey in detail and based on this review declined to participate (as did many other superannuation funds). As part of this process, UniSuper provided detailed written feedback to the AODP on the survey questions and structure.

UniSuper had concerns about the nature of the survey as in our view it lacked objectivity and did not demonstrate the requisite understanding of institutional investing. Unfortunately upon subsequent reviews those concerns remain. As such, we do not participate because we do not want to tacitly lend our support to a survey that we feel has a number of flaws. Our view has been reinforced by the fact that of the 1000 funds that were invited to complete the AODP survey in 2012, only 17 responded (of these responses, few actually completed the survey).

Whilst UniSuper does not endorse the AODP, we can confirm that UniSuper was rated 9th out of the 1000 funds that were assessed by the AODP (and attach a link to the ratings below).

http://www.aodproject.net/index.php?option=com_fabrik&view_list&listid=2&resetfilters=1&heading_title=Global&index=0
12. Is a copy of UniSuper’s response to the Global Investor Survey available?

We have not previously publicly disclosed our response. However, key actions, activities are disclosed above at Question 1 How does UniSuper manage climate risks? and we also disclose this information on our website. We intend to disclose our 2013 response to this survey.
C* 9 – 11  Confidential to Council members
12 STUDENT ACCOMMODATION DEMAND ANALYSIS PROJECT

PURPOSE
To consider the scope for the student accommodation demand analysis project in support of the strategic review of ‘ANU By 2020’.

AUTHOR
Executive Director (Administration and Planning)

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council consider the scope for the student accommodation demand analysis project in support of the strategic review of ‘ANU By 2020’ (70/2014).

ACTION REQUIRED
For discussion ☒ For decision ☐ For information ☑

SUPPORTING MATERIAL

The Demand Analysis Project ("Project") is focused on establishing an integrated, data driven, consistent approach and methodology to assessing student accommodation requirements. The key output of the Project is a demand analysis for ANU student accommodation that will drive key strategic decisions on the rejuvenation, refurbishment and/or new development of on-campus accommodation. The Project will also serve to establish a process for integrating inputs from key ANU stakeholders as well as setting a methodological framework for ANU to efficiently monitor and assess student accommodation needs going forward. The Project outputs will support the development of a broader strategic accommodation plan for the whole of campus, with consideration for other potential new development projects.

Strategic Impact & Opportunities

- To further enhance on-campus living as a competitive advantage for ANU student recruitment and to set a national standard for on-campus student living and community
- To support strategies aimed at improving and/or refurbishing existing on-campus accommodation
- To enable ANU to meet accommodation guarantees in alignment with enrolments targets
- To establish key parameters (scale & scope) for near term on-campus accommodation including the potential development of new student accommodation that will underpin strategic financial and investment decisions.

Key Objectives

- Establish key parameters, internal data collection processes and analysis methodologies that will establish near term (2016-17) and medium term (2018-2025) data sets relating to
  - Total on-campus accommodation available and targets annually to 2020
  - Breakdown of current and future requirements for undergraduate and post-graduate accommodation
  - Analysis of accommodation types, locations and key attributes per student group
- Provide data that will underpin the strategic planning and financing for the rejuvenation and/or development of on-campus accommodation to be initiated in next 1-5 years.
- Establish a working team of key area leaders that will establish key parameters, internal data collection processes and analysis methodologies that included in the initial analysis and that will form the basis for future analyses in support of ANU strategic development objectives.
Process and Targeted Timeframes

- Establish team, refine approach, initiate data collection        April 2014
- Draft demand analysis overview for review                    May 2014
- Finalise demand analysis                                     June 2014

ATTACHMENT

12.1 Student Accommodation Demand Analysis progress report (70/2014)
Student Accommodation Demand Analysis: Project Strategy, Scope and Outputs

**Project Scope**

The Demand Analysis Project (“Project”) is focused on establishing an integrated, data driven, consistent approach and methodology to assessing student accommodation requirements. The key output of the Project is a demand analysis for ANU student accommodation that will drive key strategic decisions on the rejuvenation, refurbishment and/or new development of on-campus accommodation. The Project will also serve to establish a process for integrating inputs from key ANU stakeholders as well as setting a methodological framework for ANU to efficiently monitor and assess student accommodation needs going forward. The Project outputs could be used to develop a broader strategic accommodation plan for the whole of campus with consideration for other potential new development projects.

**Strategic Impact & Opportunities**

- To further enhance on-campus living as a competitive advantage for ANU student recruitment and to set a national standard for on-campus student living and community
- To support strategies aimed at improving and/or refurbishing existing on-campus accommodation
- To enable ANU to meet accommodation guarantees in alignment with enrolments targets
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**Key Objectives**

- Establish key parameters, internal data collection processes and analysis methodologies that will establish near term (2016-17) and medium term (2018-2025) data sets relating to
  - Total on-campus accommodation available and targets annually to 2020
  - Breakdown of current and future requirements for undergraduate and post-graduate accommodation
  - Analysis of accommodation types, locations and key attributes per student group
- Provide data that will underpin the strategic planning and financing for the rejuvenation and/or development of on-campus accommodation to be initiated in next 1-5 years.
- Establish a working team of key area leaders that will establish key parameters, internal data collection processes and analysis methodologies that included in the initial analysis and that will form the basis for future analyses in support of ANU strategic development objectives.

**Team & Project Areas**

- Keats Nelms – Project manager reporting to EDAP
- Laura Ann Bull & Mark Erickson – Student Services
- Richelle Hilton & Tracy McNicol – Planning & Statistical Services
- Angela Watkins & Sarah Hawkins – Recruitment & Admissions
- David Sturgiss/CFO – F&BS
Key Inputs: Demand Profile

Project Areas to provide data covering the following key parameters:

- Current student enrolments & key demographics
  - Undergraduate
    - Domestic – ACT
    - Domestic – interstate
    - International
    - Single, married (dependents)
  - Post-graduate
    - Domestic – ACT
    - Domestic – interstate
    - International
    - Single, married (dependents)
  - Additional key qualitative demographic information overall and within ANU residences including
    - Gender balance
    - Citizenship
    - Returning vs commencing cohort trends
    - College distribution per ANU residences
    - Academic progress & retention per ANU residences
- Annual projected student growth rates\(^1\) across undergrad and postgrad categories 2014-2020
  - Low range – 3% growth p.a.
  - Med range – 5% growth p.a.
  - High range – 10% growth p.a.
- Current on-campus beds per student for undergrad and post-grad to include
  - Unilodge/ANU Exchange
  - Campus residence halls
- Current level of guaranteed accommodation (undergrad)
- Current accommodation offering types and bed configurations including
  - Unilodge/ANU Exchange
  - Campus residence halls
- Student/ANU market feedback (if available) and developing a strategic approach to gaining student feedback
  - Undergrad vs. post-grad students
  - Recruitment professional staff
  - Residence halls
  - Comparative assessment of ANU residences and Unilodge residences
  - Analysis of students living off-campus and the opportunities related to this cohort
- ACT real estate market & impact assessment including commercial rental market and University of Canberra

\(^1\) Growth rates to be discussed & confirmed.
**Key Outputs: Demand Modelling**

Demand Analysis report with a standardised format and data outputs

- Executive Summary
- Register of key assumptions and data sources
- Target estimates for on-campus beds per student for undergrad and post-grad student categories based on a range of growth rates including:
  - Low range – 3% growth p.a.
  - Med range – 5% growth p.a.
  - High range – 10% growth p.a.
- Target estimates for guaranteed accommodation (undergrad)
- Target estimates for accommodation offering types and bed configurations
- Opportunities and/or future needs based on student/ANU market feedback
- Catalogue and potential impact of factors that may impact future demand including
  - Enrolment targets and factors impacting these targets (e.g. ANU strategic goals, ACT and/or Fed Govt policy changes)
  - ACT local commercial real estate stock, availability, lease price comps
  - ACT economic factors (including consideration of potential near term cuts to public service sector and impact on property market)
- Summary of key findings and recommendations

**Process & Targeted Timeframes**

- Establish team, refine approach, initiate data collection  April 2014
- Draft demand analysis overview for review    May 2014
- Finalise demand analysis     June 2014
C* 13 Confidential to Council members
PART 3 – STRATEGIC ISSUES

* 14 SERVICE IMPROVEMENT PRESENTATION – PROGRESS REPORT

PURPOSE
To consider a presentation on implementation progress in relation to the Service Improvement program of work for 2014 and administrative efficiencies achieved to date.

AUTHOR
Director, Service Improvement Group

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council consider a presentation on implementation progress in relation to the Service Improvement program of work for 2014 and administrative efficiencies achieved to date.

ACTION REQUIRED
For discussion ☑️  For decision ☐  For information ☑️

SUPPORTING MATERIAL

The Director, Service Improvement Group, Ms. Karen Hill, will give a presentation on implementation progress in relation to the range of service improvement initiatives underway across ANU; and will report on administrative efficiencies achieved to date.

Summary of key points

The University has committed itself to transforming its administration towards a future state. A number of transformation programs have been developed to achieve this over a 2-3 year period (2013-2015).

This includes three programs of work; Service Improvement Program, Budget Solutions Program and ICT Program. Under this framework, projects have been delivered, or are in progress, that will contribute to achieving significant administrative reform.

The paper highlights projects against key administrative reform themes; automated and paperless, consolidation of services, customer driven and financial savings.

ATTACHMENT
14.1 Service Improvement presentation (73/2014)
Administrative reform measures

1. Introduction
This paper provides an update on administrative reform measures being undertaken by the University via three business transformation programs; the Service Improvement Program, Budget Solutions Program and University Information Communications Technology (UICT) Program in alignment with the strategic plan, *ANU by 2020*.

2. Current state
The University’s current administrative environment comprises of:

- processes and forms that are paper based and manual, with limited opportunities to access online self-managed services
- multiple administrative process ‘touch points’ resulting in too many layers for the customer to navigate
- inconsistent customer experience, and their limited involvement in providing input and assessing end to end services and processes
- organisational structures with layers of management in some areas and limited span of management control
- ambiguity around service delivery models for key administrative functions, and what services should be delivered from each layer of the organisation (Central, College and School)
- inefficient work practices and decision making due to a lack of system and data integration and various sources of data.

These findings were revealed in the Administrative Reviews (2012), Deloitte Report (2012), UniForum Benchmarking (2012 and 2013), Administrative Services Survey (2013) and Harnessing Service Capacity Study (2013). The administrative and support landscape needs to change in order to support and deliver on our research and education aspirations.

3. Transformation to a future state
The University has committed itself to transforming its administration towards a very different future state. A number of transformation programs have been developed to achieve this over a 2-3 year period (2013-2015). This includes three programs of work; Service Improvement Program, Budget Solutions Program and ICT Program. Under this framework, projects have been delivered, or are in progress, that will contribute to achieving significant administrative reform.

At the end of this period, the University aims to go some way to achieve administration and support structures where:

- customers have a consistent experience across the University
- transactional processes are streamlined, automated and on-line with a focus on end to end solutions
- organisational structures and service delivery models are collaborative, cost effective, flexible and support research and teaching outcomes
- research, education and administration is enabled and supported by high quality infrastructure and technology
- decision making and organisational performance is informed by business intelligence through authoritative, consistent and reliable data sources.

The below tables highlight projects against key administrative reform themes; automated and paperless, consolidation of services, customer driven and financial savings. This is not an exhaustive list or an update on all projects delivered across the campus, but rather provides a high level view and highlights.
### Automated and paperless

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Accounts payable workflow (Completed)</strong></td>
<td>The Accounts payable project utilises Optical Character Recognition (OCR) software and the finance system enhancements to streamline, standardise and automate the accounts payable workflow. ‘Go Live’ for the project was April 2014, and of approximately 100,000 manual and paper based transactions, over 85% have now been moved online.</td>
</tr>
<tr>
<td><strong>Electronic Records Management System (ERMS) (In progress)</strong></td>
<td>The Electronic Records Management System (ERMS) will provide efficiency and cost savings through the minimisation of administrative workload, robust decision making and the reduction in required storage space for paper records. This will also aid compliance with Commonwealth requirements under various Acts of Parliament. Finalisation of the Work Order is in progress with delivery due by the end of 2014. Development and implementation of revised work practices will follow.</td>
</tr>
<tr>
<td><strong>HR Online Recruitment (In progress)</strong></td>
<td>The HR Online Recruitment project will deliver an online solution from recruitment request through to point of offer. This will streamline a number of processes and paper based forms through automation and standardisation, and improved reporting capability. The contract has been signed for the new solution. Implementation is in progress with delivery due during quarter 3, 2014.</td>
</tr>
<tr>
<td><strong>Travel: Request to Approval (In progress)</strong></td>
<td>This project will deliver a standardised and automated process for travel (request through to approval) and link to the purchase card expense module. Technical issues have been encountered during testing phase and the application is currently being refactored.</td>
</tr>
<tr>
<td><strong>Online student acceptance (Phase 1 completed)</strong></td>
<td>The Online Acceptance Project (Phase 1) was delivered in December 2013. This project provided domestic undergraduate students with a direct interface to accept their applications online, resulting in overnight matriculation and the provision of the ability to enrol within 24 hours of acceptance. For Semester 1 intake, an estimated 125 hour reduction in manual processing was achieved.</td>
</tr>
<tr>
<td><strong>Students: leave of absence (Completed)</strong></td>
<td>From Semester 1 2014, domestic coursework students are no longer required to formally apply for a leave of absence under changes introduced to Academic Program Management. This change has seen the number of leave requests approved and processed drop from 832 requests in Semester 1, 2013 to 94 in Semester 1, 2014. An estimated 125 hour reduction in administrative manual processing was achieved.</td>
</tr>
<tr>
<td><strong>ANU Financial Planning Model (In progress)</strong></td>
<td>This project will improve the ANUs budget process by replacing primarily manual or Excel based functions with technology driven solutions and will introduce a higher level of data integrity, functionality and accessibility for relevant staff. It will also provide staff with near real time decision making and scenario building capabilities. Income Allocation Model development work commencing. Due for implementation in July 2014.</td>
</tr>
<tr>
<td><strong>Management Reporting Portal ANU Insight (In progress)</strong></td>
<td>The ANU Insight Management Reporting Portal will provide web access to timely and accurate management information and data. It will reduce the cost of manual collation, increase the speed by which data can be accessed and related decisions made, and allow pro-active management of issues by using the technology to set alerts and reports to be sent on the occurrence of exceptions. The system will also support the University’s KPI and Performance Reporting allowing managers to understand how they are tracking against strategic plans in a timely manner. It is anticipated that 2-3 suites of reports to be released during 2014.</td>
</tr>
</tbody>
</table>
## Consolidation of services

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ANU Gateway</strong></td>
<td>There are currently multiple web tools across the University. This project will consolidate the web management framework for the ANU Gateway websites by migrating content into a single Drupal Content Management System (CMS). It will provide a consistent navigation experience for users and a single CMS will provide efficiencies in the creation and administration of websites in a fully optimised and supported CMS environment. The Project Plan has been approved and implementation is in progress. Due for delivery in April 2015.</td>
</tr>
<tr>
<td><strong>Service Desk</strong></td>
<td>The ANU Service Desk Project (Phase 1 completed July 2013) delivered a single coordinated IT Service Desk using a common Information Technology Service Management (ITSM) tool. The goal of the Service Desk is for 75% of IT related incidents/calls to be resolved at the first point of contact. This project consolidated more than 16 separate IT service and helpdesk functions to better service the 28,000 users.</td>
</tr>
<tr>
<td><strong>Space Management System (Archibus)</strong></td>
<td>The Space Management System (Archibus) will improve accuracy of space occupancy data and enable the University to better manage space utilisation. It will also minimise manual data collection and enhance accuracy for internal and external reporting. The installation and tailoring of the system has been completed including the population of drawings and data related to 10 buildings on campus.</td>
</tr>
<tr>
<td><strong>Workspace</strong></td>
<td>The ANU Workspace project encompasses the lifecycle of desktop and laptop computers and focuses on the creation of a hardware procurement portal, software application store catalogue, development of a University wide standard operating environment and an upgrade to current software applications. To date, the project has delivered new PC’s and operating environment to Human Resources and Information Commons.</td>
</tr>
<tr>
<td><strong>Multi User List</strong></td>
<td>This project was delivered by the Facilities and Services Division and streamlined the procurement process for minor works and maintenance contractors through the establishment of a list of pre-qualified contractors. As part of this project, all current maintenance contracts were reviewed, and standardised ANU service agreements established. The project will result in cost savings on maintenance activities for the University and was completed in March 2014.</td>
</tr>
</tbody>
</table>

## Customer Driven

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CI Financial reporting</strong></td>
<td>The Chief Investigator Financial Reporting project aims to provide intuitive financial reports to researchers to allow immediate assessment of a research project financial position. This project will reduce the cost of service delivery and duplication through minimisation of time spent by Chief Investigators and administrative staff in analysing and interpreting financial information. Three reports will be produced by the end of June 2014. Seven additional reports are due for production with TM1 forecasting capability, to be introduced in December 2014.</td>
</tr>
<tr>
<td><strong>Hobsons: Prospective Student Enquiries</strong></td>
<td>The Hobsons project delivered an outsourced solution in July 2013 to manage prospective student enquiries and to drive an increase in conversions to enrolment. Hobsons provides a single point of entry and streamlined process for prospective student enquiries (undergraduate and postgraduate coursework) of which there have been over 9,500 since inception.</td>
</tr>
<tr>
<td><strong>Programs and Courses</strong></td>
<td>The Programs and Courses project replaced the legacy StudyAt application</td>
</tr>
</tbody>
</table>

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Courses (Completed)

with a new application that delivers greater usability and functionality. This application now provides an online catalogue of the ANU’s education offerings and is used extensively by prospective and current students, as well as staff. The project was completed in January 2014 and resulted in the delivery of online advice and degree finder functionality.

Payroll Control Accounts (In planning)

The University currently has a payroll costing analysis reporting and delegated authorisation procedure embedded within the HR Management System to minimise and eliminate unauthorised and incorrect payments. Compliance with the procedure is low and a review of the current process is underway to develop a revised approach which is proactive and has improved accessibility for delegated approvals. This requires consideration of alternative options which will occur in the second half of 2014, for implementation in 2015. The project aims to achieve higher levels of compliance in reporting and authorisations, reduced overpayments and minimisation of administrative workloads.

Financial savings

Pool Vehicle Rationalisation (In planning)

This project aims to rationalise the number of pool vehicles within the University through an outsourced solution to an external provider and establishment of a University wide carshare scheme. Approximately half the number of vehicles could service the campus, at a lower cost, without significantly impacting on user access. The cost reduction for staff travel is expected to exceed 20%, with potential for greater savings through rebates earned from staff and student private usage of the vehicles. This project is currently in planning and due for delivery in 2015.

Pay 27 (In planning)

The Pay 27 project is aimed at transitioning staff salary budgeting and reporting from a cash basis to an accrual basis. This will eliminate the need for a levy being applied to salary on-costs to accumulate provision for a 27th pay that occurs approximately every 11 calendar years. This will result in a return of approximately 1.37% of salaries to budget units to expend from 2015 onwards. This project is currently in planning.

Self Insurance (In planning)

This project will pursue a self-insurance licence for the management of workers compensation. The University is currently insured via the Comcare workers compensation scheme as a premium paying agency, rather than a licensed agency. Comcare is the workers’ compensation claims manager for premium-paying agencies. Premiums rose dramatically in 2013 at a cost to the University of $3.1 million, bringing the annual premium to $7.3 million. It appears that self-insurance may be legally possible and, if so, would deliver potential savings of $2.5 million each year. This is a three to five year project and there will be implementation costs. The project will commence in the second half of 2014.

Campaign to Reduce Energy & Water (CREW) (In progress)

The Campaign for Reducing Energy and Water (CREW) encompasses a suite of projects designed to realise significant cost savings in energy and water use across the University. The broader program includes components of The ANU Acton Campus Energy Management Plan Analysis and Implementation Project. CREW has already delivered the first project being the Energy Efficiency Opportunities Program (EEO) Assessment with mandatory targets approved by the Federal Government. CREW is now implementing the required 10% utility savings plans for 2014 and 2015.
15 MELBOURNE ENGAGEMENT STRATEGY

PURPOSE  To consider the Chancellor’s report on the Melbourne Engagement Strategy.

AUTHOR  Chancellor

SPONSOR  Chancellor

RECOMMENDATION  That Council note the Chancellor’s report on the Melbourne Engagement Strategy (69/2014).

ACTION REQUIRED
For discussion ☑  For decision ☐  For information ☑

SUPPORTING MATERIAL

On 25 May 2012, Council resolved:

(i) that the proposed Melbourne engagement strategy be approved in principle;
(ii) that the Vice-Chancellor work with the Chancellor in its detailed implementation so far as is practicable and affordable;
(iii) that the Chancellor submit a written report to Council at least annually on the work of the Melbourne Office.

A Melbourne Office has been established at ANU House to actively grow and support recruitment, alumni, philanthropic and business and industry engagement in Melbourne and Victoria.

ATTACHMENT
15.1 2013 Report on Melbourne Engagement Strategy (69/2014)
Melbourne Engagement Strategy (MES) Update

Monday 19 May 2014

Professor the Hon Gareth Evans AC QC
Tim Mayfield, Executive Officer to the Chancellor and Manager, Melbourne Office

Introduction

In May 2012 the Council approved the Melbourne Engagement Strategy, to be reported on annually. The approved budget for 2013 was $330,000.00 with total expenditure amounting to $335,991.31, a variation of 1.82%. The budget for 2014 is yet to be finalised, it will likely be similar to the 2013 allocation.

1 Progress Update

Staff

- Tully Fletcher left Melbourne Office in February after two years as Executive Officer to the Chancellor and Manager - Melbourne Office, to pursue his legal career through a judge's associateship at the Supreme Court of Victoria. He will remain involved with the Melbourne Alumni Network. He has been replaced by Tim Mayfield, a former ANU student who has moved from the Department of Foreign Affairs and Trade in order to take up the role. Tim has been contracted for two years from February 2014.

Melbourne Office

- An update of the ANU House building foyer has been planned in consultation with F&BS, F&S and building tenants. The new design by international firm Hassell Architects is intended to provide both an elegant entrance (more in keeping with the external façade than is currently the case) and an effective advertisement for the University in this prestige location. The project originally went to tender in early 2013 although this process was curtailed due to a requirement for some minor amendments to the foyer design by Hassell Architects. The tender is currently being revised and is scheduled to be released by mid-2014. The tender process is being managed by Donald Cant Wants Corke. The project is being managed sensitively as ANU House is primarily an investment property and continues to generate strong returns for the University. Building tenants are pleased with the proposed design.

- A state-of-the-art multimedia and videoconferencing system was installed in 2013. This versatile system has facilitated the participation of University Council members and others in Council meetings as well as sittings of the ANU Committees reporting to Council. These facilities have also enhanced the appeal of ANU House as a venue for external parties requiring a well-equipped, discreet location in which to conduct their business.

Recruitment and Marketing

- The recruitment priority remains to expand the proportion of high-achieving Victorians choosing to study at ANU, and ensure marketing is effective and well-targeted. Since 2013 Victorian undergraduate enrolments from school leavers has increased only slightly: a total of 145 Victorian students enrolled in 2014 (76 deferred), compared to 136 (49 deferred) in 2013. Manager, Melbourne Office intends to meet with representatives of DIOSR in order to discuss the current model and opportunities for collaboration to lift the numbers of Victorian enrolments.
Alumni Relations and Philanthropy (AR&P), and Industry Engagement

- The Melbourne Alumni Network was formally established in March 2013. Since then, the Leadership Committee has implemented a range of events including a cocktail function for law graduates, a welcome to new alumni reception and several boardroom lunches. A particular highlight was the ‘ANU Melbourne Alumni Network Annual Gala Dinner’ at the RACV Club in November 2013 that was attended by the Chancellor and Vice-Chancellor and over 100 Victorian alumni. The Committee currently consists of 14 members, including a Chair and Deputy Chair with the Manager, Melbourne Office acting as *ex officio* Treasurer/Secretary. Elections for the positions of Chair and Deputy Chair are scheduled for November/December as per the draft Terms of Reference which are due to be voted into effect in the near future.

- The Melbourne Alumni Network is designed to facilitate long-term alumni engagement in Victoria, including a mentorship program for early and mid-career alumni. With regard to the first objective, Alumni engagement in Victoria has steadily increased since the Network was established. We have grown our pool of engaged alumni in Victoria, rising from 1,753 in February 2013 to 2,213 in May 2014. The total number of living Victorian alumni increased from 4,880 to 5,340 across the same period. The establishment of the Melbourne Alumni Network has undoubtedly facilitated further growth in alumni engagement and donors and will continue to do so as it becomes more established over the course of 2014.

- In October 2013 the Melbourne Office collaborated closely with the office of the Pro Vice-Chancellor (Innovation and Advancement) and the Office of the Vice-Chancellor to produce a successful and well-attended manufacturing industry engagement lunch at ANU House in Melbourne, to demonstrate ANU’s recent successful industry collaborations to a new audience of Victorian industry leaders.

2 Future Activities

In addition to continuing the activities described above, the Melbourne Office is currently working on the following MES priorities:

- The Chancellor’s Scholars program, a short summer intensive pilot recruitment tool for promising Year 11 secondary school students in Victoria, designed to expose them to cross-disciplinary research-led teaching and learning remains a priority and will be advanced via a feasibility in the second half of 2014. If viable, the program could potentially be launched in Summer 2014/15 or 2015/16. There is a potential link between this program and ANU Extension (undergraduate coursework for VCE and degree credit), due to be rolled out in 2014, which will require very careful consideration and regulatory approval.

- Rolling out a mentorship program for early and mid-career alumni via multiple events building through 2014 and 2015 that will serve to consolidate the relationship between Victoria-based alumni and the ANU. This program will ensure that the Melbourne Alumni Network is offering a diverse program and enhance the potential for younger alumni to become donors by deepening their connections with the ANU from early on.

For consideration by Council.

Gareth Evans
Tim Mayfield
Melbourne, 19 May 2014
PART 4 – OTHER MATTERS FOR DECISION

C16 - 17  Confidential to Council members
18 APPOINTMENT TO BOARD OF GOVERNORS OF THE ENDOWMENT FOR EXCELLENCE

PURPOSE
To approve the extension of appointment of Senior Vice-President of the Board of Governors of the ANU Endowment for Excellence and the appointment of student representative.

AUTHOR
Director, Alumni Relations & Philanthropy

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council approve the following appointments to the Board of Governors of the ANU Endowment for Excellence:

- Extension of Dr David Chessell as Senior Vice-President to the Board of Governors of the ANU Endowment for Excellence Board of Governors until 19 February 2017, under Paragraph 3 (1) (b) of the Rules
- Appointment of a representative from The Australian National University Students’ Association Inc. or the Postgraduate and Research Students’ Association Inc under Paragraph 3 (1) (e) of the Rules

Incumbent up to 30.04.14: Mr Arjuna Mohottala
Replacing Nominee up to 30.11.14: Mr Cameron Wilson

ACTION REQUIRED
For discussion □ For decision ☑ For information □

BACKGROUND
Dr Chessell was appointed by Council as Senior Vice-President to the Board of Governors of The Australian National University Endowment for Excellence until 31 December 2013 under Part 2, 3(1)(b) of the Rules.

Dr Chessell is happy to extend his appointment as Senior Vice-President. Since his appointment to the Board of Governors in 2007 David has been a very active contributor to the deliberations of the Board. Extension of his appointment will also ensure continuity in respect of the program of work underway.
PART 5 – OTHER MATTERS FOR NOTING

C*19 - 20  Confidential to Council members
21 ACADEMIC BOARD ANNUAL REPORT 2013 - 2014

PURPOSE To consider the 2013 - 2014 Annual Report of the Academic Board.

AUTHOR Chair, Academic Board

SPONSOR Vice-Chancellor


ACTION REQUIRED For discussion ☐ For decision ☐ For information ☑

SUPPORTING MATERIAL

s7.5 of the Australian National University Academic Board Statute provides that “The Chair of the Board is to provide the Council with such reports relating to the operations of the Board as the Council requests”. On 17 February 2012, Council resolved, inter alia, that Council receive the Minutes of meetings of the Academic Board together with an annual report from the Academic Board on the performance of its functions.

The Board has endorsed the Annual Report to Council 2013-2014 (74//2014) for transmission to Council.

ATTACHMENT

THE AUSTRALIAN NATIONAL UNIVERSITY
ACADEMIC BOARD

Annual Report to Council 2013-2014

The ANU Academic Board was re-established by Council in February 2012 and has been meeting regularly since that time. This Report to Council on the Board’s second year of operation provides an overview of the Board’s activities over 2013-2014.

1. Governance Arrangements

Professor Fiona Wheeler’s two year term as Chair appointed by Council finished on 22 March 2014. Professor Wheeler was formally recognised for her excellent work at the conclusion of the meeting of the Academic Board 1/2014 (25 February 2014), the last over which she presided as Chair. Professor Wheeler played a significant leadership role in the re-establishment of the Academic Board. A vote of thanks to Professor Wheeler for her outstanding service as Chair of the Academic Board was supported with acclamation.

The Academic Board membership is changing at the time of writing this Annual Report as a consequence of the completion of the two-year terms of appointment of members. Appendix A summarises the changes in membership and outcomes of the elections to date. Once all current elections are completed, nominations will be sought for the Deputy Chair. If required, an election for the Deputy Chair will be held out of session and before the next meeting of the Board. Membership of the Steering Committee will be finalised at the next scheduled meeting of the Board.

Professor Nicholas Glasgow, the previously elected Deputy Chair of the Board, was appointed by Council to be the next Chair and presided over the second meeting of the Board in May 2014.

Council has approved the initiation of a comprehensive review of all university legislation over 2014. As part of the Review, the Board’s governing statute (Australian National University Academic Board Statute 2013 (AB Statute)) and associated Rules and Order are being reviewed. Any recommendations for changes will be submitted before the due date of 21 May 2014.

Since the ‘Role and Function of Academic Board at ANU’ was considered in a Discussion Paper and presented to the Board the Board’s agendas have incorporated regular ‘hot topics’ discussions to facilitate the Board’s engagement in strategic planning and academic policy development. The main ‘hot topics’ considered by the Board in 2013-2014 were:

- Indigenous Engagement
- KPI E1: Articulation of Research-Led Elements of Education Offerings
- Education Indicators for Promotion at ANU
- Pathways to the PhD
- Academic Promotions Policy & Procedures.

These examples are included under ‘Governance Arrangements’ in this Report and demonstrate that the Board takes an active and productive approach to contribute to effective decision-making.

The Corporate Governance and Risk Office has produced an Induction Manual for members and this is available to all members on the Alliance site. An induction session will be held for new members once the elections currently underway are concluded.

The first review of the Board’s operations took place in the second half of 2013 with Board members responding to a survey. The Result were considered by a sub-group of the Board and referred to the Board for further deliberation. Overall, feedback was positive. No major changes to the Board’s operations were recommended. One outcome was a formal invitation being extended to the Chancellor to attend a meeting of the Board in 2014 in order to emphasise the connections between the Board, as a Committee of Council and the Council.
2. Activities of Board
The main activities undertaken by the Board are summarised in the Table ‘Nature and Distribution of the Board’s Activities 2013-2014’ (Appendix B, 812/2014). The Table maps those activities against the Board’s functions and powers in its governing statute, and illustrates specific activities under each section. Some additional brief comments follow.

(a) Information Flow: Under AB Statute s 7.1(h), the Board’s functions include ‘providing a forum to facilitate information flow and debate within the University and between the senior executive officers of the University and the wider academic community’. The Board continues to facilitate this information flow and debate in various ways, including through the scheduled ‘hot topic’ discussions and the updates from the University Executive.

(b) Strategic Planning: Under AB Statute s 7.1(g) the Board is empowered to advise ‘on the academic aspects and content of the University’s strategic plan’. The discussion of the draft University Policy on Open Access of Research and Education Materials continued through 2013, and resulted in the Board endorsing, for transmission to the Vice-Chancellor for approval the ANU Open Access Procedures for both education and research at the second meeting of the Board in 2014.

(c) Review and Monitoring: Under AB Statute s 7.1(c) and (f), the Board’s functions include ‘ensuring the maintenance of the highest standards in teaching, scholarship and research within the University’ and ‘maintaining an effective overview of the academic activities of the University and advising and assisting in their coordination’. Activities over the past year under these broad headings include scrutiny of: Student Evaluation of Learning Support (SELS) data in light of ANU by 2020 KPIs; Bonus Points in Flexible Double Degrees, Review of conditional Offers and the other activities listed in the summary Table (Appendix B).

(d) Policy Development: Under AB Statute s 7.1(e) the Board’s functions include ‘discussing and developing policy recommendations in relation to the University’s academic matters’ (noting that authority to approve ANU policy resides with Council and the Vice-Chancellor). There has been a large amount of activity by the Board under this heading throughout 2013 mainly resulting from compliance issues associated with the AQF. These recommendations have come to the Academic Board via UEC and its sub-committees, notably the Education Standards and Quality Committee.

(e) Accreditation: Under AB Statute s 7.1(b) and (d), Academic Board has the function of ‘accrediting and reaccrediting programs and changes to existing programs’ and ‘approving Degrees and other awards’. It follows that, since its establishment, the Board has been the University body responsible for approving new academic programs, reviews of, and amendments to, existing programs, and the disestablishment of programs. In relation to undergraduate and graduate coursework programs, accreditation recommendations come to the Board from Colleges via UEC. For HDR programs, the pathway to the Board is via URC.

Over the past year, the Board has again managed a large accreditation agenda against the backdrop of the ANU AQF Implementation Plan, in addition to its normal cycle of program renewal.

3. Future Issues
With the transition to a new Chair, and the appointment of new members to the Board, 2014 will be a time in which the Board settles in. The Commonwealth Budget seems likely to result in a number of decisions that will directly impact upon the University, and therefore on the Board, and these will need to be considered and a university response developed.

Professor Nicholas Glasgow
On behalf of ANU Academic Board
5 May 2014
Appendix A

Academic Board – Membership Changes

Out-going Members
- Professor Ian Jackson (RSES – CPMS)
- Professor Veronica Taylor (SRJC – CAP)
- Professor Adam Graycar (RSSS – CASS)
- Dr Alastair Greig (CASS)
- Dr Henry Gardner (CECS)
- Prof Andre Cuevas (CECS)
- Prof Don Rothwell (CoL)
- Mr Edward Russell (CBE)

In-coming Members
- Professor John Carver (RSC – CPMS)
- Professor Thierry Coulhon (MSI – CPMS)
- Professor Paul Pickering (RSHA - CASS)
- Professor Stephen Dovers (FSES – CMBE)
- Professor James Raymer (CASS)
- Professor Jochen Renz (CECS)
- Associate Professor Peter Strazdins (CECS)
- Associate Professor Miriam Gani (CoL)
- Ms Judy Apps (F&S)
- Dr Pierre van der Eng (CBE)

Continuing Elected Members
- Associate Professor Denise Ferris (CASS)
- Associate Professor Debjani Ganguly (CASS)
- Associate Professor Gary Tamsitt (CoL)
- Ms Deborah Veness (CASS)
- Professor Neil Fargher (CBE)
- Professor Rohan Pitchford (CBE)

Changes in Deans Membership
- Professor Shirley Leitch (as Acting Dean of CBE)
- Professor Kiaran Kirk (new capacity as Dean of CMBE)
- Professor Andrew Walker (new capacity as Acting Dean of CAP)

NOTE: Membership changes for CAP, CMBE and CPMS do not come into effect until later in May. Elections for CMBE and CPMS are still in progress. All of these changes will be separately reported at Academic Board meeting 3/2014.
## Functions and powers of Board (AB Statute s7); and Higher Education Standards Framework (Threshold Standards)

<table>
<thead>
<tr>
<th>Category</th>
<th>Topic</th>
<th>Sample of Issues</th>
<th>Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Education Standards Framework (Threshold Standards)</td>
<td>Academic Board Role and Functions Annual Plan Formation of Steering Committee Role of Academic Board in Policy Development</td>
<td>Annual Reporting Timetable Nominating Hot Topics Appointment of next Chair of the Board (Prof N Glasgow) Academic Board Self-Assessment Survey and recommendations.</td>
<td>2/2013 6/2013 1/2014</td>
</tr>
<tr>
<td>AB Statute</td>
<td>Induction for Academic Board Members</td>
<td>Reports from specialist committees: Education, Research, Access and Equity</td>
<td>All meetings</td>
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<td>Handbook for Members of the Academic Board</td>
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<td></td>
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<td>Reports from each Academic Board meeting are submitted to Council Academic Board Annual Report to Council</td>
<td>2/2013</td>
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</tbody>
</table>

### AB Statute

- (a) operating with the assistance of specialist committees: Education, Research, Equity and Access;

- (i) reporting to the University Council at intervals, and in the manner specified by the University Council, on the performance of its functions.

- (h) providing a forum to facilitate information flow and debate within the University and between the senior executive officers of the University and the wider academic community;

- (j) providing information to the University Council on the performance of the programs of the University and their contribution to the University’s mission and strategy.
<table>
<thead>
<tr>
<th>Sector Issues:</th>
<th>Student Recruitment</th>
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<tbody>
<tr>
<td>Renewal of Provider Registration</td>
<td></td>
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<tr>
<td>Minister for Industry, Innovation, Science and Research and Minister for Higher Education</td>
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<td>Change of Government</td>
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<td>Chair of Group of Eight</td>
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<tr>
<th>Education/Teaching and Learning</th>
<th>Report from Senior Executive Officers and Q&amp;A</th>
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<tr>
<td>Office of Learning and Teaching (OLT) Australian Awards for University Teaching</td>
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<td>TEQSA</td>
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<td>Higher Education Academy (HEA)</td>
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<td>Shell Australia Innovation Challenge</td>
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<td>TEQSA re-registration and Third Party Providers Survey</td>
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<td>Universities Australia Professional Accreditation Working Party</td>
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<td>Group of Eight Quality Verification System</td>
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<td>Graduate Coursework Working Party</td>
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<td>Tuckwell Scholarships</td>
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<td>CRICOS Re-registration</td>
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<td>UAC Preferences</td>
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<td>Review of Office of Dean of Students</td>
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<td>Residential and Campus Communities Review</td>
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<td>Review of Teaching Forums in ANUCASS</td>
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<td>Higher Education Academic Accreditation</td>
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<td>Crime and Misconduct Commission of Queensland Report</td>
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<td>Electronic Marking</td>
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<td>EdX</td>
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<th>Research</th>
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<tr>
<td>Industrial Transformation Research Program</td>
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<td>ARC</td>
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<td>ERA 2015</td>
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<td>National Research Priorities</td>
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<td>NCRIS</td>
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<td>Australian Research Council</td>
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<td>ARC College of Experts</td>
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<td>Research Training</td>
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<td>CRIS Funding</td>
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<td>Review of Health and Medical Research</td>
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<td>Research Impact</td>
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<td>Pathways to PhD Working Party</td>
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<td>Impact of Change of Government on Research Funding</td>
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<td>World University Rankings</td>
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<td>AB Statute (c) ensuring the maintenance of the highest standards in teaching, scholarship and research within the University;</td>
<td>Policy Development Education Standards and Quality Committee: ANU Education Policy Review</td>
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<tr>
<td>AB Statute (e) discussing and developing policy recommendations in relation to the University’s academic matters;</td>
<td>Research Policy Review</td>
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<td>Higher Education Standards Framework (Threshold Standards) (cl 3.8): The higher education provider’s corporate and academic governance arrangements demonstrate: • the effective development, implementation and review of policies for all aspects of the higher education provider’s academic activities including delivery of the higher education provider’s courses of study by other entities; and,</td>
<td>Report from Graduate Coursework Working Party</td>
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<td>• the maintenance of academic standards, with appropriate mechanisms for external input, in accordance with international conventions for good academic practice; and,</td>
<td>AQF Implementation Plan</td>
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<tr>
<td>AB Statute (f) maintaining an effective overview of the academic activities of the University and advising and assisting in their coordination;</td>
<td>Review and Monitoring Admissions</td>
</tr>
<tr>
<td>Subject</td>
<td>Details</td>
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<tr>
<td>Higher Education Standards Framework (Threshold Standards)</td>
<td>(cl 3.8): The higher education provider’s corporate and academic governance arrangements demonstrate: effective quality assurance arrangements for all the higher education provider’s higher education operations, encompassing systematic monitoring, review and improvement.</td>
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<tr>
<td>Key Performance Indicator (KPI) B5: Student Experience of Learning &amp; Teaching – overall satisfaction rate of &lt;50% for 2 or 3 subsequent semesters</td>
<td>Biannual reports Co Overall KPI of 80% satisfaction</td>
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<tr>
<td>ANU Coursework Courses Grade Distribution</td>
<td>Quality assurance reports from Colleges with the highest and lowest percentage of HD grades and highest percentage of Fail grades awarded.</td>
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<td>Recognition of Excellence in Master Degrees by Coursework</td>
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<td>Research in AQF Level 9 Qualifications</td>
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<td>AQF Level 10 Implementation Plan</td>
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<td>StudyAt: ANU Publication and Approval Process</td>
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<tr>
<td>ANU Online: IT Maintenance dates and Moodle Performance Report</td>
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<td>Annual Report on Student Progress, Grievances and Discipline</td>
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<td>Report on Mental Health</td>
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<td>ANU Student Experience Model</td>
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<td>Graduate Coursework AQF and Review Compliance</td>
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<td>AB Statute (b) accredit and reaccredit programs and changes to existing programs;</td>
<td>Accreditation</td>
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<td>AB Statute (g) advising on the academic aspects and content of the University’s strategic plan;</td>
<td>Strategic Planning</td>
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# ACADEMIC BOARD ATTENDANCE

May 2013 – May 2014

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Present*</th>
<th>Apologies</th>
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<tbody>
<tr>
<td>2/2013</td>
<td>26(1)</td>
<td>13</td>
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<tr>
<td>3/2013</td>
<td>38(7)</td>
<td>13</td>
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<td>4/2013</td>
<td>36(4)</td>
<td>10</td>
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<tr>
<td>5/2013</td>
<td>31(3)</td>
<td>13</td>
</tr>
<tr>
<td>6/2013</td>
<td>29(6)</td>
<td>17</td>
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<tr>
<td>1/2014</td>
<td>32(2)</td>
<td>8</td>
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<tr>
<td>2/2014</td>
<td>30(3)</td>
<td>7</td>
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<tr>
<td>Average</td>
<td>32</td>
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</table>

* = Substantive members and alternates ()

**Total Membership**

- 2013 Prof Wheeler, Chair = 46
- 2014 From meeting 2/2014; Prof Glasgow Chair = 45
22 ACADEMIC BOARD REPORT

PURPOSE To consider reports from the Academic Board.

AUTHOR Chair, Academic Board

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note the reports from the meeting of the Academic Board held on 2 May 2014.

ACTION REQUIRED For discussion ☐ For decision ☐ For information ☑

ATTACHMENT 22.1 Academic Board report 2 May 2014 (809/2014).
ACADEMIC BOARD

Meeting No. 2/2014 of the Academic Board was held on Friday 2 May 2014 at 9.30 am in the RC Mills Room, Chancelry.

Present:  Professor Glasgow (in the Chair); Professor Young; Professor Harding; Professor Hughes-Warrington; Professor Cardew-Hall; Professor Corbett; Professor Baker; Mr Erickson; Dr Gustavson (Alt); Professor Leitch (Alt); Professor Hosking; Professor Bottomley; Professor Kirk; Professor van Leeuwen (Alt); Professor Coulhon; Professor Dovers; Associate Professor Ferris; Associate Professor Ganguly; Professor Cribb; Professor Fargher; Professor Pitchford; Dr van der Eng; Professor Renz; Associate Professor Strazdins; Associate Professor Gani; Professor Friel; Dr Winterburg; Professor Senden; Ms Veness and Mr Mohottala.

By Invitation:  Nil

Observers:  Mr Evans; Mr Heath; Ms Parker; Mr Niles; Ms Alcorn.

Apologies:  Dr Lithander; Professor Carver; Professor Makkai; Ms Apps; Professor Walker; Dr Bull; Dr Newitt.

In Attendance:  Ms Easton

Unconfirmed Minutes

Part 1 – Procedural Items

Item 1    Apologies and Announcements

1.1 Apologies

The apologies recorded above were received.

1.2 Announcements

The Chair reported on recent elections processes for the Board. Thanks were expressed for the contributions from the out-going members; Professor Ian Jackson; Professor Veronica Taylor; Professor Adam Graycar; Dr Alastair Greig; Dr Henry Gardner; Prof Andre Cuevas; Prof Don Rothwell and Mr Edward Russell.

Welcome to the new members joining the Board; Professor John Carver; Professor Thierry Coulhon; Professor Paul Pickering; Professor Stephen Dovers; Professor James Raymer; Professor Jochen Renz; Associate Professor Peter Strazdins; Associate Professor Miriam Gani; Ms Judy Apps and Dr Pierre van der Eng.

Thanks for the continuing contribution of the following re-elected members; Associate Professor Denise Ferris; Associate Professor Debjani Ganguly; Associate Professor Gary Tamsitt; Ms Deborah Veness; Professor Neil Fargher and Professor Rohan Pitchford.

The following changes in Dean Membership were noted; Professor Shirley Leitch (as Acting Dean of CBE); Professor Kiaran Kirk (Dean of CMBE) and Professor Andrew Walker (as Acting Dean of CAP).

The Board noted that membership changes for ANU College of Asia & the Pacific, ANU College of Medicine, Biology & Environment and ANU College of Physical & Mathematical Sciences do
not come into effect until later in May. Elections for CMBE and CPMS are still in progress. All of these changes will be separately reported at meeting 3/2014.

The Chair advised the Board of an amendment in the agenda proceedings; Item 15 the ‘Hot topic’ will be discussed directly following on from Item 9 ‘Report from the Vice-Chancellor’.

**Item 2  Conflict of Interest and Duties under the CAC Act**

**Resolution:**

The Board resolved to note the information on Confidential Items, Conflict of Interest and Duties under the CAC Act.

**Item 3  Starred Items**

The starred items were: 1-12, 14-15, 25, 28, 31, 40-41. The unstarred items were dealt with as proposed in the agenda.

**Resolution:**

The Board resolved to approve unstarred items.

**Item 4  Minutes**

**Resolution:**

That the Academic Board resolved to confirm the Minutes (470/2014) of meeting 2/2014 of the Academic Board held on 25 February 2014 as a true and accurate record.

**Item 5  Matters Arising from the Minutes and Action Items**

The Board noted the current action items list (803/2014) and that the Vice-Chancellor would provide a report on the Staff Early Retirement Scheme as part of his report.

**Item 6  Confidential Items**

There were no confidential items for discussion.

**Item 7  Membership and Operating Procedures**

That the Board note the updated Academic Board ‘Membership and Operating Procedures’ and that the current Board membership list will be published at; [http://about.anu.edu.au/governance-structure/committees/academic-board/membership](http://about.anu.edu.au/governance-structure/committees/academic-board/membership).

The Chair noted that as the Board is a committee of Council it is important that members are familiar with the policies and procedures of the Board. New Board members are encouraged to read and be familiar with the Board Handbook which available to members via the Alliance site; [https://alliance.anu.edu.au/access/content/group/b917e539-887b-4c7d-b47abe541f204433/AcademicBoardHandbookFINAL11June2013.pdf](https://alliance.anu.edu.au/access/content/group/b917e539-887b-4c7d-b47abe541f204433/AcademicBoardHandbookFINAL11June2013.pdf).

**Item 8  Deputy Chair**

The Board noted that as agreed at Academic Board Meeting 1/2014, once the current elections are finalised processes will begin to elect a Deputy Chair in time for the Academic Board meeting 3/2014 (20 June 2014).

For this meeting the Chair noted he wished to star and speak to Item 31 and thus a temporary Deputy Chair needed to be elected. The Board agreed to appoint Professor Stephen Bottomley as the Deputy Chair for meeting 2/2014.

**Resolution:**

The Board appointed Professor Stephen Bottomley as the Deputy Chair for meeting 2/2014.
Part 2 – Information Flow

Item 9 Report from the Vice-Chancellor

The Vice-Chancellor provided a verbal report to the Board on the Staff Early Retirement Scheme. The reason for the scheme was to reduce professional staff numbers by 220. Offers of voluntary early retirements were also made available to academic staff but the aim was not the reduction of staff but to encourage renewal.

The target to reduce professional staff by 220 was a successful process and saw a reduction of 161 professional staff, (approx. 68 from Colleges 93 from central Divisions). The staff recruitment freeze resulted in approximately a further 60 staff reductions. The combined result was almost on target for the scheme. The Vice-Chancellor noted that it would be the case that some of these professional staff positions would have to be replaced so the number of 161 will not be the final number of positions by which professional staff numbers will fall as a result of these processes.

The program was broadly successful; however, the Vice-Chancellor noted that the staff freeze has been unpopular. The freeze has now been liberalised and streamlined. The freeze may eventually be removed but perhaps replaced by broad caps on professional staff numbers to ensure areas can manage budgets within constraints. Further consideration needs to be given to the correct balance of spend between academic and professional staff salaries. 66 academic staff have taken advantage of the retirement scheme.

The Vice-Chancellor then spoke to some of his thoughts on what may happen for the institution on Budget night. The Vice-Chancellor noted that this is all speculation at this stage.

At the beginning of this year the Vice-Chancellor become Chair of the Group of Eight. The Group has been heavily involved in efforts to influence government in relation higher education policy and research. For the Go8, NCRIS and future fellowship have been of concern.

The Vice-Chancellor noted that access to the Minister for Education Christopher Pyne, has been good and that the Minister is well briefed and knowledgeable about sector and genuinely interested in Higher Education. Dr Don Markwell Senior Adviser on Higher Education to the Minister for Education knows the sector well.

The Government in response to the Report of the Review of the Demand Driven Funding System shows strong desire to open higher education to private institutions and Tafe. This will likely create downward pressure on cost. It is possible that the commonwealth grant scheme (CGS) could be extended to these institutions (but at lesser rate). This allows for the first time the sector to see explicit difference in what component of CGS is funding research.

This is would create competition at the bottom of the market. It is likely that extending CGS to diplomas and associate degree is a way to directly address concerns around quality and pathways into University.

It is possible there could be a change in mix of CGS and HECS. It is likely there could be a reduction in CGS but increase in component that student pays.

The Government is looking to a sustained way of funding research infrastructure. Possible support for the National Collaborative Research Infrastructure Strategy (NCRIS) may eventuate but there is lesser hope for future fellows (but if achieved remarkable in the budget environment).

Deregulation of student contributions is a potential as the government is keen to see real price difference in the market. Requirements for equity scholarship are likely to go hand in hand with de-regulation. The worst outcome for the institution would be to have CGS reduced and no balancing of the HECS component.

The National Commission of Audit Report has some draconian recommendations around repayment of debt for students. Currently debts increase at CGI not at a real rate interest rate and repay is not required until the tax income meets the national average. What is proposed would require payment from minimum earnings and derail current policy. Those kind of changes would requires changes to HESA which would be challenge to get through senate.
One of the key issues for these recommendations is the debate around student debt. The National Union of Students issued a press release this morning saying that students are some of the most disadvantaged within the community. However, the view in the community is that students are not currently disadvantaged as they are not repaying debt until income meets a specific level, when students repay debt they are actually earning above the national average. Debate centres around what is an appropriate mix for student contribution and societal contribution.

The Vice-Chancellor reported the following facts; Government data shows the average HECS debt is just less than $20,000. Current HECS rates are between $6,000 and $10,000 dollar a year. Average debt for a 4 year degree would be between about $30,000 and $40,000. Averaged time to repay is 8.4 years. Government figures show an increase in lifetime earnings differs between university graduates and those that leave school at year 12 as somewhere between $600,000 and $1.4 million. This provokes debate in the community as it can be argued that for an interest free loan a student get a lifetime return on the investment.

The Vice-Chancellor noted that there would be much debate ahead for the institution if any of these possibilities come to fruition and Government actually got all these scenarios through senate.

The Board then discussed the Vice-Chancellors verbal report as the Hot Topic for the meeting.

The Chair noted that when the budget comes down there will be a new reality that we need to address. This may be in tension with how this institution has operated previously. An opportunity arises for the institution to begin thinking about how we want to be placed. Although we won’t know the reality until the budget comes down we can start discussion and continue conversations after the budget.

The Board queried whether access to international education was likely to be included in discussions. The Vice-Chancellor noted there is nothing to stop an international provider setting up in Australia and if they have the appropriate registration attracting CGS funding. However, there has been no talk about a voucher that you can take anywhere in the world to pay for education.

The Board noted likely fee setting problems and the need to collect information prior to making any decision. It will be challenging to address supply and demand and what the impact on access and equity might be. The Vice-Chancellor noted that ANU is lucky to have on hand the expertise of Professor Bruce Chapman and that the institution will draw on his skill and knowledge.

The Board noted that there was a possibility of creating a two tier system and that in dire financial times the need to consider the opportunity to invest in the future is important.

The Chair thanked members for all the discussion generated and encouraged members to continue the conversation within their areas.

Resolution:

The Board resolved to note the report and comments made in discussion.

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

- Enrolment for EdEx courses continue to rise. Approximately 33,000 people have enrolled to date. Congratulations to all the Colleges involved. There are likely to be four new courses for new year.
The Commission of Audit has flagged agencies which could be merged and this includes; TESA and ASQA.

The Government has flagged concerns that having a loan scheme for Student Amenities fees is not efficient but it is not yet known what decisions will be made around this issue and how it might impact on students.

Resolution:

The Board resolved to note the report and comments made in discussion.

Item 11  Report from the Deputy Vice-Chancellor (Research)
The Deputy Vice-Chancellor (Research) presented a verbal report, commenting on matters including:

- The Commission of Audit report covers a number of research issues and recommends a strategic whole of government approach to funding. Potential consolidation of existing research programs. Aligning the Australian Research Council (ARC) and National Health and Medical Research Council (NHMRC) grant processes. The report recommends creating a new National Health and Medical Research Institute (NHMRI) that will combine the National Health and Medical Research Council, Cancer Australia and the research budget of the Australian National Preventive Health Agency. The NHMRI should “align and fully embed health and medical research in the health system” to “improve patient outcomes and deliver efficiencies”.
- Professor Corbett’s HDR review is completed and a report will be released next week. Highlighted issues will include how we support research.
- An update on ERA2015 was circulated in the ‘Research News – May’. The ERA steering committee is currently reviewing College nominations for ERA Discipline Panel Chairs. Confirmed panel chairs will be listed on the ERA website in early May.

Resolution:

The Board resolved to note the report and comments made in discussion.

Item 12  Report from the Chair
The Academic Board noted the Report from the Chair (806/2014). The Chair reported that he is currently drafting the Board Annual Report to Council and this will be made available on the Board Alliance site.

Resolution:

The Board resolved to note the report and comments made in discussion.

Item 13  Approvals by Executive Action
The Board noted the approval of by Executive Action:
- Executive Action by the Chair 1/2014 (475/2014); Flexible Double Degrees - Change of Program Group Name
- Executive Action by the Chair 2/2014 (804/2014); Amendment of Graduate Coursework Offerings

Resolution:

The Board noted the report on approvals by Executive Action by the Chair and endorsed the decisions taken.
Item 14  General Question Time
A question was raised seeking advice over the timing of Student Experience of Learning & Teaching (SELT) evaluations. There is concern in some areas that holding it after the exam may have negative impact on the reporting on teaching. The DVC-A reported that there is analysis underway looking to see if there is any change in behavior with the move of the dates.

The Division of Student Administration has reported on the splintering of exam periods, with exams now spread across the teaching period, so fixing on one date is difficult. The DVC-A reported that an analysis of the SELT data will be presented back to the Board along with a review of the question set.

Resolution:

The Board resolved to note the matters raised.

Part 3 – Strategy & Planning

Item 15  Hot Topic: ‘National discussion on University funding’.
This item was discussed in conjunction with Item 9 ‘Report from the Vice-Chancellor’. Please refer to the details within item 9 of these Minutes.

Item 16  International Student Barometer Report: Learning Resources

Resolution:

The Board resolved to approve;
1. That feedback collected via student experience surveys is relayed to University Committees for discussion
2. That action plans are developed to track progress towards resolving important issues raised through student feedback.
3. That actions are communicated back to students through mechanisms such as a student-facing webpage.

Item 17  Key Performance Indicator (KPI) B5: Student Experience of Learning & Support (SELS)

Resolution:

The Board resolved to approve;
1. the responses made by Colleges in the ANU by 2020 KPI B5 spreadsheet;
2. the cases made by Colleges for the retention of courses with an Overall Satisfaction rate of <50% for 2 (or 3) subsequent semesters and that the DVCA will schedule a meeting with the dean and associate dean education of each of the relevant colleges to discuss.

Part 4 – Academic Standards and Quality

Item 18  Admission Requirements for the ANU Associate Degree

Resolution:

The Board resolved to approve;
1. That an ATAR of 60 or equivalent be set as the admission requirement for entry into the ANU Associate Degree.
2. That schedule V1001 for work experience be accepted for entry to the Associate Degree with an ATAR equivalent of 60.
3. That students who receive a GPA of 5 or higher based on the ANU bachelor courses only, undertaken after 1 FTE in the Associate Degree may opt to articulate into an ANU Bachelor degree appropriate to their specialisation.
Item 19 Admission Requirements for ANU Express

Resolution:

The Board resolved to approve;
1. That an ATAR of 75 or equivalent be set as the admission requirement for entry into ANU Express.
2. That all Bachelor program entry be assessed on schedule B1017 using a consistent calculation of grade average.

Item 20 Deferment Process

Resolution:

The Board resolved to approve;
1. That deferment of admission is available to domestic undergraduate students, including vertical double degrees, for a maximum of 12 months.
2. That deferment does not apply to Postgraduate, HDR and International students. These students will be reassessed for the intake they wish to commence including a reassessment of their English language proficiency.
3. That students cannot concurrently study at or above AQF level 5 (or equivalent) at an Australian institution, while holding an ANU deferred offer.
4. Students who have received a Case for English Language Equivalency cannot defer their offer.

Item 21 Hong Kong Diploma of Secondary Education (HKDSE) ongoing trial schedule

Resolution:

The Board resolved to approve;
1. That the current Hong Kong Diploma of Secondary Education (HKDSE) schedule be approved for further use for 2 years to cover the midyear 2015 intake.
2. That the excluded subjects of Chinese literature and Chinese history now be included in the aggregate calculation.
3. That the HKDSE schedule be reviewed in late 2015 based on the cohort of students accepted between 2012 and 2015.

Item 22 ANU Pathways

Resolution:

The Board resolved to approve;
1. That the focus in 2014 for pathways will be:
   a) Review of the CCE University Preparation Program (CAAC Meeting 2, 2014)
   b) Development of programs for ANU College (CAAC 3, 2014) and establishment of Associate Degree and Express entry requirements (CAAC Meeting 1, 2014)
   c) Review of UniSA/ANU joint Bachelor of Medical Science (CAAC Meeting 3, 2014)
   d) Updated report on principals recommendation scheme (CAAC 3, 2014) indigenous access and special consideration (CAAC 2, 2014)
   e) Review of current schemes and development where required of mature age entry schemes (CAAC Meeting 3, 2014)
2. The Board noted the updated ANU Undergraduate pathways diagram.

Item 23 ANU College Foundation Program International Entry Requirements

Resolution:

The Board resolved to approve in the ANU Foundation Program International Entry Requirements paper:
1. that the Australian Entry requirement for the ANUC Foundation program is consistent
with the entry requirements for USFP and UWAFP and that the international equivalencies are standardised to reflect the entry equivalencies Study Group has developed for USFP and UWAFP. These recommended entry equivalencies are shown in table 3.

2. that the following amendments be made to the English entry requirements for the ANUC Foundation Program:
   • The EAP program is delivered in a similar manner to the TELP program in 14 week blocks
   • Students are no longer required to sit for an IELTS test after successful completion of the EAP program
   • The TELP program is instituted as an alternative English program for admission that does not require an IELTS test after successful completion of the program

3. that all ANUC IELTS equivalencies are amended to reflect the Study Group IELTS equivalency table, with the exception of TOEFL iBT.

The Board noted that the Coursework Awards and Admissions Committee and University Education Committee does not endorse the SGA proposed TOEFL iBT score requirement for ANU College and that current ANU College requirements for TOEFL iBT should be maintained. The TOEFL iBT score requirement will be monitored during 2014.

Item 24  Change to admission requirements for Bachelor of Business Administration

Resolution:

The Board resolved to approve; setting the admission requirements for Bachelor of Business Administration to an ATAR equivalent of 82.

Part 5- Policy Development

Item 25  Open Access Procedure

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor; the ANU Open Access Procedure.

Item 26  Research Infrastructure Access

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor; the repeal of the Research Infrastructure Access policy and Research Infrastructure Access procedure.

Item 27  Scholarships (Coursework) Policy

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor; the Scholarships (Coursework) policy.

Item 28  Admissions procedure

The Board discussed this item and queried whether there was to be a review of the bonus points system. The DVC-A noted that a report will come via the Coursework Admissions and Awards Committee (subcommittee of University Education committee).
Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor:
the procedures associated with the Admissions policy.

Item 29  English Language Proficiency Policy Non-Award International Students

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor:
1. That the University recognise the Common European Framework Language System score of C1 overall with C1, in English, in each of reading writing speaking and listening for study abroad and exchange applicants.
2. That the University recognise the Common European Framework Language System score of C2 overall with a C2 in each of reading writing and C1 in each of speaking and listening, in English, for study abroad and exchange applicants to the ANU College of Law.
3. That the English Language Admission Requirements policy include an additional clause 35 as indicated in this paper.
4. That secondary school in Finland be added to the policy Table 4: Secondary Qualifications that meet the University’s English Language Requirements specifying a grade of at least 8 or better in English or English A in the final year of secondary school.
5. That secondary school in The Netherlands (the Voorbereidend Wetenschappelijk Onderwijs (VWO) Upper secondary school certificate) be added to the policy Table 4: Secondary Qualifications that meet the University’s English Language Requirements specifying a grade of 8 or better in final year English.
6. That secondary school in Germany (the Abitur) be added to the policy Table 4: Secondary Qualifications that meet the University’s English Language Requirements specifying a grade of 3 (or ‘Satisfactory’) or better in English.
7. That secondary school in Austria (the Matura) be added to the policy Table 4: Secondary Qualifications that meet the University’s English Language Requirements specifying a grade of satisfactory (befriedigend) or better in English.

Item 30  English language equivalency business process

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor, the business process flowchart to accompany the English Language Admissions Requirements for Students policy.

Item 31  Flowchart to Accompany the Admissions Appeals and Grievances Process

Professor Bottomley assumed the Chair for this agenda item. The Board discussed the Item and noted that due to external legislative requirements the proposal needed to be amended as it did not apply to the MBBS or MChD students. The DVC-A indicated that any other Colleges with a program affected by external legal issues should contact her office as soon as possible to advise.

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor, the flowchart to accompany the admissions appeals and grievances process, noting that it does not apply to MBBS or MChD students.
Item 32  Transnational Education Policies and Procedures: Policy Development and Review

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor;
1. The proposed Transnational Education Partnerships (Coursework) Policy;
2. The proposed Transnational Education Partnerships (Coursework) Procedure;
3. The proposed Transnational Education Partnerships (Coursework) Checklist as a Form in the policy bank; and
4. That the existing Quality Assurance in Offshore Teaching Procedure be repealed;
5. That any reference to Transnational Education Programs or Partners be removed from the existing Inter-Institutional Links Policy;
6. The proposed Teaching In Languages Other than English Policy; and
7. The proposed Teaching In Languages Other than English Procedure.
8. That the Division of Global Programs and Engagement maintain records of any feedback to the documents following their introduction, particularly the Transnational Education Partnerships (Coursework) Checklist, to inform the next review of the policy.

Item 33  Review of Decisions Made by a College Dean under the Undergraduate Award Rules Policy and Procedure Review

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor;
1. That the Review of Decisions Made by a College Dean under the Undergraduate Awards Rules policy be repealed.
2. That the Review of Decisions Made by a College Dean under the Undergraduate Awards Rules procedure be repealed.

Item 34  Policy on Procedures for Appeals Against Status Decisions for the Graduate Studies Program and Procedures for Appeals Against Status Decisions for the Graduate Studies Program

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor;
1. That the Policy on Procedures for Appeals Against Status Decisions for the Graduate Studies Program be repealed
2. That the Procedures for Appeals Against Status Decisions for the Graduate Studies Program be repealed.

Item 35  Review of Student Card, Personal Access Code (PAC) and ISIS (ANU Student Guide) guideline

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor; that the Student Card, Personal Access Code (PAC) and ISIS (ANU Student Guide) guideline be repealed.

Item 36  Academic Programs and Courses Accreditation Policy and Procedure

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor;
1. The revised Academic Programs and Courses Accreditation policy.
2. The revised Academic Programs and Courses Accreditation procedure.
Item 37  Official Sponsorships Policy and Procedure

Resolution:

The Board resolved to recommend for approval by the Vice-Chancellor;
1. The revised Official Sponsorships Policy
2. The revised Official Sponsorships Procedure

Part 6 – Reports from Committees
Item 38  Report from University Education Committee

Resolution:

The Board resolved to note the report from University Education Committee meeting no. 2/2014 (801/2014).

Item 39  Report from University Research Committee

Resolution:

The Board resolved to note the report from University Research Committee meeting no. 1/2014 (802/2014).

Part 7 - Accreditation
Item 40  Undergraduate Programs

40.1 Disestablishment of Undergraduate Programs and Plans
The Board considered the proposal for disestablishment of Bachelor of Asia-Pacific Studies/Master of Globalisation vertical double degree (BAPSVMGLOB).

Resolution:

The Board resolved to approve the disestablishment of undergraduate programs and plans as detailed in the meeting papers and in the supporting documentation.

Item 41  Graduate Coursework Programs

41.1 New Graduate Coursework Offerings
The Board considered the proposals for new graduate coursework programs.

<table>
<thead>
<tr>
<th>College</th>
<th>Offering (links to AB Alliance site)</th>
</tr>
</thead>
</table>
| ANU College of Arts and Social Sciences | 7177 MTRAN  
Master of Translation(798/2014) |
| ANU College of Arts and Social Sciences | 7177 VTRAN  
Master of Translation (Advanced)(797/2014) |
| ANU College of Arts and Social Sciences | ENGL-GPSC  
English Language Specialisation (785/2014) |
| ANU College of Asia and the Pacific | 7530 MAPST  
Master of Asia and Pacific Studies (786/2014) |
| ANU College of Law               | 6320 DMIL  
Graduate Diploma of Military Law (787/2014) |

Resolution:

The Board resolved to approve and accredit new graduate coursework plans as detailed in the meeting papers and in the supporting documentation, effective from 1 January 2015.
41.2 Disestablishment of Graduate Coursework Programs and Plans
The Board considered the proposals for graduate coursework programs and plans for disestablishment.

<table>
<thead>
<tr>
<th>College</th>
<th>Program/ Plan (links to AB Alliance site)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU College of Arts and Social Sciences</td>
<td>7507 All plans</td>
</tr>
<tr>
<td></td>
<td>Master of Translation Studies (788/2014)</td>
</tr>
<tr>
<td>ANU College of Arts and Social Sciences</td>
<td>7993 All plans</td>
</tr>
<tr>
<td></td>
<td>Master of Studies (788/2014)</td>
</tr>
</tbody>
</table>

Resolution:

The Board resolved to approve the disestablishment of graduate programs and plans as detailed in the meeting papers and in the supporting documentation.

41.3 Review of Graduate Coursework Programs and Plans
The Board considered the proposal for graduate coursework programs and plans for review.

<table>
<thead>
<tr>
<th>College</th>
<th>Program/ Plan (Link to AB Alliance site)</th>
<th>College Review Recommendation</th>
<th>Resolution to AB</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANU College of Law</td>
<td>6353XGCMGL Graduate Certificate in Migration Law and Practice (896/2013)</td>
<td>Reaccredit with no conditions</td>
<td>Reaccredit until 31 December 2019 subject to revision of ‘in’ to ‘of’ in the nomenclature.</td>
</tr>
</tbody>
</table>

Resolution:

The Board resolved to approve the review of graduate programs and plans as detailed in the meeting papers and in the supporting documentation. Noting; Reaccredit until 31 December 2019 subject to revision of ‘in’ to ‘of’ in the nomenclature.

41.4 Amendment of Graduate Coursework Offerings
The Board considered the proposals for graduate coursework offerings for amendment.

<table>
<thead>
<tr>
<th>College</th>
<th>Offering (Links to AB Alliance site)</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Security College</td>
<td>7870 MNSPO Master of National Security Policy (789/2014)</td>
</tr>
<tr>
<td>ANU College of Medicine, Biology and Environment</td>
<td>7624XMSCO Master of Science Communication Outreach (790/2014)</td>
</tr>
<tr>
<td>ANU College of Medicine, Biology and Environment</td>
<td>7643 VNEUR Master of Neuroscience (Advanced) (791/2014)</td>
</tr>
<tr>
<td>ANU College of Medicine, Biology and Environment, ANU College of Physical and Mathematical Sciences</td>
<td>6133 CSCIE Graduate Certificate of Science (792/2014)</td>
</tr>
<tr>
<td>ANU College of Physical and Mathematical Sciences</td>
<td>7637 VASTP Master of Astronomy and Astrophysics (Advanced) (793/2014)</td>
</tr>
<tr>
<td>ANU College of Business and Economics</td>
<td>7422 MSTAT Master of Statistics (794/2014)</td>
</tr>
<tr>
<td>ANU College of Law</td>
<td>7300 All plans Master of Laws (795/2014)</td>
</tr>
<tr>
<td>ANU College of Arts and Social Sciences</td>
<td>7167 MDIGA Master of Digital Arts (796/2014)</td>
</tr>
<tr>
<td></td>
<td>7168 MLING Master of General and Applied Linguistics (796/2014)</td>
</tr>
<tr>
<td>Code</td>
<td>Course Description</td>
</tr>
<tr>
<td>----------</td>
<td>------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>7171 MIMW</td>
<td>Master of Islam in the Modern World (796/2014)</td>
</tr>
<tr>
<td>7174 MMUSI</td>
<td>Master of Music (796/2014)</td>
</tr>
<tr>
<td>7176 MVISA</td>
<td>Master of Visual Arts (796/2014)</td>
</tr>
<tr>
<td>7167 VDIGA</td>
<td>Master of Digital Arts (Advanced) (796/2014)</td>
</tr>
<tr>
<td>7168 VLING</td>
<td>Master of General and Applied Linguistics (Advanced) (796/2014)</td>
</tr>
<tr>
<td>7171VIIMW</td>
<td>Master of Islam in the Modern World (Advanced) (796/2014)</td>
</tr>
<tr>
<td>7174 VMUSI</td>
<td>Master of Music (Advanced) (796/2014)</td>
</tr>
<tr>
<td>7176 VMISA</td>
<td>Master of Visual Arts (Advanced) (796/2014)</td>
</tr>
<tr>
<td>CODE-GSPC</td>
<td>Conflict and Development (796/2014)</td>
</tr>
<tr>
<td>GEDE-GSPC</td>
<td>Gender and Development (796/2014)</td>
</tr>
<tr>
<td>INPO-GSPC</td>
<td>Indigenous Policy (796/2014)</td>
</tr>
<tr>
<td>SOEN-GSPC</td>
<td>Society and Environment (796/2014)</td>
</tr>
<tr>
<td>HUAC-GSPC</td>
<td>Humanitarian Action (796/2014)</td>
</tr>
<tr>
<td>GLHD-GSPC</td>
<td>Global Health and Development (796/2014)</td>
</tr>
<tr>
<td>HELE-GSPC</td>
<td>Health and Environment (796/2014)</td>
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<tr>
<td>HEGE-GSPC</td>
<td>Health and Gender (796/2014)</td>
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<td>HEIN-GSPC</td>
<td>Health and Indigenous Australia (796/2014)</td>
</tr>
<tr>
<td>HEPE-GSPC</td>
<td>Health Policy and Ethics (796/2014)</td>
</tr>
<tr>
<td>MUCO-GSPC</td>
<td>Museums and Collections (796/2014)</td>
</tr>
<tr>
<td>MCS2-GSPC</td>
<td>Music Composition, Arranging and Sound Design II (796/2014)</td>
</tr>
<tr>
<td>MUP2-GSPC</td>
<td>Music Performance II (796/2014)</td>
</tr>
<tr>
<td>MEM2-GSPC</td>
<td>Musicology, Ethnomusicology and Music Curatorship II (796/2014)</td>
</tr>
</tbody>
</table>
Resolution:

The Board resolved to approve the amendment of graduate programs and plans as detailed in the meeting papers and in the supporting documentation.

Part 9 – Items of Other Business

Item 42 Any Other Business

Professor Richard Baker reported to the Board that Dr Laura-Anne Bull will be leaving the position of Registrar Student Life at the end of July to take up the position of Pro Vice-Chancellor Student Engagement and Equity at the University of South Australia. Professor Baker congratulated Dr Bull on her new PVC position and acknowledged her fantastic contribution during her time at ANU. The Chair on behalf of the Board expressed appreciation for all the work undertaken by Dr Bull at ANU and wishes her well in the new position.

Resolution

The Board resolved to note the matters raised and the responses.

MTE
05/05/14
23 ANU ENDOWMENT FOR EXCELLENCE REPORT TO DONORS 2013

PURPOSE To approve the ANU Endowment for Excellence Report to Donors for 2013.

AUTHOR Director, Alumni Relations and Philanthropy

SPONSOR Vice-Chancellor

RECOMMENDATION That Council approve the 2013 ANU Endowment for Excellence Report to Donors (72/2014).

ACTION REQUIRED
The attached ANU Endowment for Excellence Report to Donors is presented annually for Council approval.

ATTACHMENT
23.1 ANU Report to Donors 2013 (72/2014).
Thank you
Welcome to The Australian National University’s 2013 Report to Donors. This Report celebrates a busy year for the University and a stellar year for philanthropy at ANU.

Arranged as a collection of stories, it describes some of the many great acts of philanthropy that have enabled our continued success as one of the world’s finest universities. From individuals to corporate foundations – many people generously support ANU in ways that are significant to them. It is this support that bolsters our community and helps us achieve what otherwise may not have been thought possible.

Within these pages you will read about Graham and Louise Tuckwell and their $50 million gift to establish the Tuckwell Scholarships at ANU. It is not just their financial support which makes their gift unique – it is the time, energy and commitment Graham and Louise have dedicated to this cause. Their passion has inspired many and has had significant impacts beyond ANU. It has transformed philanthropy in Australia with two further donations to Australian universities, with both gifts exceeding $50 million. Graham and Louise’s leadership was recognised by the Australian Business and Higher Education Round Table (B-HERT) with their decision to award the Tuckwells with the 2013 B-HERT Award for Outstanding Philanthropic Support of Higher Education.

The year has also seen a significant increase in philanthropic giving to the University. More than $64 million (including pledges) was donated to the University in 2013, up from six million dollars in 2012. This success was also reflected in the growth of the ANU Endowment for Excellence to $241.8 million with the addition of 36 new funds. The Endowment distributed more than $7.6 million in support of education and research across the University over the course of the year.

The performance of the University’s Endowment is overseen by the Board of Governors, and I thank them for their contribution in 2013.

The impact of philanthropy at ANU can be seen in the stories of our students and researchers who are finding treatments for cancer, helping the electricity industry become cleaner and are solving the world’s problems through exploration and development in areas such as Indigenous health.

These stories demonstrate the impact of giving to ANU and highlight the many ways one can make a contribution. It is these individual contributions that shape our philanthropic culture.

A strong culture of philanthropy is necessary at institutions like ANU. It enables freedom and flexibility, which leads to diversity. It is this diversity that will continue to distinguish ANU as a place of excellence and as a university of distinction.

This is why every single gift is enormously important. I thank you – our donors, friends, alumni and staff – without your generosity, these successes would not have been possible. Your continued support has a lasting and meaningful impact at Australia’s national university.

[IMAGE] [Ian Young e-signature – MO to provide]

Professor Ian Young AO
Vice-Chancellor
The Australian National University
From the Chancellor

It gives me great pleasure to thank the University's many generous donors. 2013 was a significant year for philanthropy at ANU. Indeed, a strong and promising culture of philanthropy at ANU is emerging. The year started with the announcement of a $50 million gift from Graham and Louise Tuckwell. At the time, it was the largest gift ever made to an Australian university by Australian donors.

The gift helped establish the Tuckwell Scholarships, which will transform the lives of the many Tuckwell Scholars who will receive support in the years to come. It will also transform ANU, allowing the University to attract an ever increasing number of high-quality students, who will no doubt make outstanding academic contributions as well as strengthen ANU culture through their achievements outside the classroom. Finally, this gift has and will continue to alter the sense of what is possible in Australian and educational philanthropy.

I would like to thank the Tuckwells, as well as all those donors who have given generously to our scholarship funds. Scholarships give talented (and often disadvantaged) students the opportunity to reach their full potential and maximise their contributions to the nation.

Support for education continued throughout the year with an anonymous donor making a one million dollar donation to enhance Portuguese, Russian and Indigenous Australian language studies at ANU. The gift will provide financial assistance to students studying these languages, support teaching and research by academics in the humanities and social sciences, and provide funds for additional casual teaching and academic staff.

In August, Sydney-based global life-sciences business, Sirtex Medical Limited, sponsored a new industry Chair focusing on research into localised cancer treatment. Sirtex has made a commitment to sponsor the Chair for a total of up to three million dollars over three years. This support represents an exciting collaboration between ANU and industry, and demonstrates that universities like ANU have the ability to drive real and rapid change in our world.

Thank you to all those donors, private and corporate, who supported our world-leading research efforts. Support for research effects real change in the world, and the reach of your generosity will continue for years to come.

I further recognise the generosity of those who have given in other ways. In January we saw the ANU community band together to raise a total of $25,500 to support the ANU staff who lost their homes and possessions in the bushfires that swept through the Siding Spring Observatory near Coonabarabran.

I would also like to recognise and thank those who made gifts of their time, knowledge and possessions. We were extremely grateful to receive a 12-piece artwork collection formerly owned by celebrated Canberra artist Rosalie Gascoigne AM and her astronomer husband, former ANU Professor Ben Gascoigne AO. The collection was donated to the University by the late couple’s children, Martin, Hester and Toss, through the ANU Foundation for the Visual Arts.

While it is right and proper to celebrate all that has been achieved, it is also important to recognise the challenges. The Endowment is a growing and secure investment in the University’s future but ANU, like other Australian universities, faces the likelihood of declining government support.

Philanthropic giving is a fundamental source of revenue for the University and as the Vice-Chancellor states; all gifts – however small – are gratefully received. I heartily commend Peggy Daroesman’s story to you. Peggy and her family established a study grant in memory of their mother, whose first job in Australia – at ANU – secured their family’s future. Peggy’s philosophy: "by giving a little you are actually giving a lot" demonstrates an attitude and generosity of spirit that is admirable and achievable.

Please accept our heartfelt thanks for all your gifts to our students, our research and our institution. Over time we hope that many more will follow your inspiring example.

Professor the Hon Gareth Evans AC QC FASSA
Chancellor
The Australian National University
2013 giving by numbers

Funds raised and pledged in 2013

$241.08 million ➤ value of the Endowment for Excellence
$64.05 million ➤ funds raised for the University (including pledges)
$50 million ➤ largest pledge in 2013
$55.86 million ➤ raised for the Endowment for Excellence
$155,592 ➤ given to ANU by staff through the Workplace Giving Program

Who gave

979 total donors
513 new donors
230 alumni donors
38 corporates
14 trusts and foundations
40 international donors
179 ANU staff

How it helped

36 new endowment funds in 2013
413 prizes awarded
268 scholarships awarded

1 Excludes Bequests
NB: All figures refer to activity in the Endowment for Excellence in 2013 unless specified otherwise. For more financial detail on the Endowment see page 68.
Education [section page]
A stellar year for philanthropy

The largest gift ever given to an Australian university for the benefit of students by an alumnus to his alma mater will go much further than transforming students' lives.

In 2013, Graham and Louise Tuckwell sent an aspirational call to action for aspiring school leavers and in doing so, changed the philanthropic landscape for ANU and other Australian universities.

The $50 million gift, given through the Graham & Louise Tuckwell Foundation, funded the newly established Tuckwell Scholarships, the most transformational undergraduate scholarship program in Australia. Every year, 25 new Scholars will be awarded $20,000 per annum for the length of their degree to support a community-based residential experience at ANU.

With a strong focus on giving back to Australia, the program is as unique as the gift. It is the only one of its kind to nurture students to fulfill their broader community ambitions over and above the pursuit of a university degree.

The Scholarships, open to students Australia-wide, are also unique in that it allows recipients to study a single or double undergraduate program, including honours and vertical degrees (degrees that combine undergraduate and graduate study in a reduced time-frame) in any discipline. With such broad offerings, the Tuckwells and the University hope to attract a talented and diverse group of students who will go on to contribute to many different areas of Australian society.

The Tuckwells’ vision for the program was born of a desire to give young Australians the same opportunities and experiences that they had as students, said Graham.

“Both my wife and I benefited enormously from our educational experiences. We just went to normal state schools, but our university experiences were life-transforming. We would like to give that opportunity to other young Australians who we feel can use their education to transform not only their lives, but also the lives of others,” he said.

With 25 scholarships awarded every year, a community of Tuckwell Scholars will quickly emerge. The Tuckwells hope the group will create a bond that lasts well beyond the Scholars’ time on campus.

“Over time there will be an increasing number of graduates, and hence alumni, and an ever-expanding group of people who have benefited from the program and continue to benefit the program,” said Graham.

Graham and Louise think it is important that Tuckwell Scholars are chosen not only for their academic merit but also for their commitment to their community and their willingness to give back.

“Clearly there’s a certain amount of good-quality academic work that’s got to be done, but equally you’ve got to enjoy yourself and develop as an individual. That’s what we would like to see these Tuckwell Scholars do,” said Graham.

In 2012 Graham was listed as one of the 10 wealthiest entrants on the 1,000-strong annual British Rich List. He earned the spot through sheer hard work. After 20 years in corporate advisory and investment banking in Australia and London, Graham founded – and became Chairman of – ETF Securities Limited, a leading issuer of Exchange Traded Products (ETP), a concept that Graham invented. The company has around $30 billion in assets, making it the seventh largest ETP firm in the world.

Graduating in 1978 with a Bachelor of Economics with Honours and then again in 1981 with a Bachelor of Laws, Graham has come a long way since his days at ANU, living on campus at Bruce Hall while balancing study and golf. In choosing ANU to be the custodian of the Tuckwell Scholarships, Graham hopes Tuckwell Scholars will have the same benefits he gained from being an ANU graduate.

“This is a national scholarship program where we are aiming to get students from all around Australia at a single university, which enables them to interact with each other – and that university is Australia’s best university, ANU. I can tell you it’s the best university because I benefited enormously from the springboard of opportunities that it gave me in life,” he said.

Pull quote: I can tell you it’s the best university because I benefited enormously from the springboard of opportunities that it gave me in life.

Dr Colin Taylor, Director of Alumni Relations & Philanthropy at ANU said that the expectation for scholars to give back is inherent in the Tuckwell Scholarship.

“The Tuckwell Scholarships are a powerful demonstration of transformative philanthropy. Building on a long history of giving by our alumni and friends, the Tuckwell gift marks a new chapter in the story of philanthropy at ANU. That their vision so clearly encompasses the idea of ‘giving back’ inspires us all and will help to build a generation of future philanthropists, who will give back, in ways significant to them, for the benefit of Australia and the world.”

The Tuckwells’ gift has done just that. Their gift encouraged other Australian philanthropists to give, with two large donations made to other universities in 2013.
The first 25 Tuckwell Scholars, who began their studies at ANU in 2014, were chosen from a shortlist of 72 students who spent a weekend at ANU undertaking a series of individual and group interviews. The original call for scholars attracted 657 applicants of which 217 were invited to the next stage of assessment.

Inspired by the Tuckwells’ vision, ANU established 100 new scholarships for first-year students to study at ANU with one-off ANU Centenary Scholarships, valued at $5,000 each.

The announcement of the Centenary Scholarships was made in late 2013 at the B-HERT Awards, where Graham and Louise Tuckwell were honoured for their generous gift with the 2013 Award for Outstanding Philanthropic Support of Higher Education.

The Centenary Scholarships were awarded to the first 100 shortlisted Tuckwell Scholarship applicants who did not receive either a Tuckwell or other ANU scholarship.

ANU Vice-Chancellor Professor Ian Young said that the Tuckwells’ vision and the students shortlisted for the Tuckwell Scholarships inspired the University to act. He commended the Tuckwells for looking to the future to ensure their generosity has longevity.

“The Tuckwells have been extremely generous, not only with their donation, but with their gifts of time, thought and knowledge to developing such an outstanding and unique program. For that, I, on behalf of the University, am truly grateful,” he said.

[PHOTO OPTIONS] Graham Tuckwell, Graham Tuckwell with Students, Tuckwell or Tuckwell announce.


Quote over image: “Clearly there’s a certain amount of good-quality academic work that’s got to be done, but equally you’ve got to enjoy yourself and develop as an individual. That’s what we would like to see these Tuckwell Scholars do.”
$1 million to support languages

Language studies at ANU were boosted by a single anonymous donor who pledged one million dollars to support three new endowments.

The pledge was announced by Vice-Chancellor Professor Ian Young at the University’s annual Philanthropy Thank You event. The endowments include $200,000 each for Portuguese language studies and Russian language studies and $100,000 for Indigenous Australian language studies.

The donor pledged to bring the total donation to a sum of one million dollars and the ANU College of Arts and Social Sciences agreed to invest $100,000, bringing the overall donation to $1.1 million.

These endowments will provide financial assistance to students studying the languages, support teaching and research by academics in the humanities and social sciences, and provide funds for additional casual teaching and academic staff.

“The teaching of languages is so important and as Australia’s national university we have a responsibility to uphold areas of national significance,” said Professor Young.

“This anonymous donation will help us do that, and I thank the donor on behalf of the entire University community for this gift and the impact it will have.”
A study grant honouring an “interesting and unusual mother” shows that by giving a little, you can give a lot.

It doesn’t take much to give – even when you might not have a lot. That’s the philosophy of long-time ANU friend, alumna and former University staffer Peggy Daroesman who, along with her sister Suzanne and brother Perry, has established a study grant in honour of their late mother, Ruth.

The Ruth Daroesman Endowment helps ANU graduate students complete study on and across Asia and the Pacific, with a special focus on Indonesia – a country close to Ruth’s heart.

“Ruth married an Indonesian, my father, and the family lived in Indonesia until 1957 when American citizens were evacuated from Sumatra because of political unrest and instability,” said Peggy.

“Until then, our lives were Indonesian: we had a large and loving family of Javanese grandparents, aunts and uncles and cousins, we spoke Bahasa, and ate what everyone ate.”

After leaving Indonesia for Malaysia and then Singapore (where she worked and studied), Ruth and her three children eventually found a new home in Canberra in 1968, courtesy of an appointment at ANU.

“My mother’s appointment at ANU was an important milestone not just for her but for the whole family,” said Peggy.

“It gave her, and us, a permanent home after years of uncertainty. It gave us nationality and identity; it provided Ruth with meaningful employment, a sense of purpose and an intellectual environment she loved; it gave her continuity and security.

“And of course, the very major consequence of enabling her to give as she received – to colleagues, students, friends and extended family.”

Like her mother, Peggy is more than happy to give. She says you don’t need to be “cashed-up” in order to help those in need. And by giving a little you are actually giving a lot.

“Many people out there don’t know where to start as far as personal philanthropy goes,” she said.

“They think they need squillions, when they don’t.”

Peggy adds that what people do need is to have something they believe in and a target for their philanthropy.

“People definitely need a reason to give and an idea of what they want to give to,” she said.

Ultimately, it was Ruth’s own struggles in life, the generosity she found from others and the unexpected path she took that inspired the Endowment, which has also attracted contributions from other long-time friends of the family.

“Having an ANU grant in my mother’s name has been a dream of mine for many years,” said Peggy.

“In part I wanted my mother’s name to endure, even if only within a small sphere. I wanted her many acts of generosity to be remembered and, importantly, replicated over time. And I wanted the memory of the kindness and generosity she experienced, over the years she struggled to make a life for herself and her three children, to endure.”

Peggy adds that like her mother’s journey, she hopes the grant will help students chart their own path and find fulfilment.

“We want the grant to be used to further the life and intellectual experiences of graduate students whose interests are in Asia and the Pacific,” she said.

“My mother recognised that life was not always lived in a straight line; that there are many detours along the way, and that the destination cannot always be foreseen. She also knew what it was to struggle to make ends meet – she herself was twice a mature-aged student and a single parent with three children to support. She would have been thrilled to think that in an indirect way she would be helping graduate students to find their way to a fulfilling career.

“Our family has much to thank ANU for and we are so pleased we can remember our very interesting and unusual mother in this way.”

Peggy and her siblings’ gesture to establish an endowment is sure to be one that keeps on giving well into the future.

[PHOTO CAP] Suzanne, Perry and Peggy Daroesman at the launch of the endowment in their mother’s name.
Scholarship prioritises Indigenous health

Scholarship pays tribute to the life and work of one of Canberra’s treasured community members.

When Peter Sharp AO passed away in 2011, he left a large hole in the ACT community. For more than 22 years Peter had served as the Medical Director of Winnunga Nimmityjah Aboriginal Health Service. His work emphasised the holistic approach to healthcare that is a hallmark of the Winnunga Nimmityjah Service.

In 2004, as part of National Aborigines and Islanders Day Observance Committee (NAIDOC) week, Peter was awarded the first non-Aboriginal person’s award for his commitment to Aboriginal Health. In 2009 he was awarded the prestigious Australian Medical Association Excellence in Health Care Award and in 2010 became a Member of the Order of Australia.

With the support of ACT Health, the Peter Sharp Scholarship at ANU was established to honour and celebrate Peter’s contributions to Indigenous health and the community. The Scholarship provides support to students who want to make a difference to Indigenous healthcare in Australia.

Inaugural Scholarship winner and first-year medical student, Danielle Dries, said that Indigenous health was an issue that hits close to home.

“Both my grandparents had a lot of health problems growing up,” she said.

“I took some Indigenous health subjects in my first degree and got a little bit upset and a little bit angry the more I learned.

“So many Indigenous health problems are preventable. I was never attracted to surgery because I’d rather prevent problems before they occur.”

Support from ACT Health will also assist students studying in the Indigenous Health Stream at the ANU Medical School and support recruitment initiatives for Indigenous applicants wishing to study medicine.

ANU Tjabal Indigenous Higher Education Centre Director Anne Martin said the Scholarship gives students the opportunity to really focus on their studies.

“IT’s such a demanding program they’re undertaking. Financial support is incredibly important. To be given such a scholarship makes a huge difference for students,” she said.

“Peter made the most amazing contribution to the region.

“He paid it forward to the community for such a long time. It’s really important to keep his legacy alive through this scholarship.”

The Peter Sharp Endowment was established later in 2013 to ensure the Scholarship continues in perpetuity. Funding for the Endowment has come from the ACT Government, The John James Memorial Foundation, Peter’s widow, ANU workplace giving donations, and workplace giving donations from Australian Public Service staff members.

[PHOTO] Peter Sharp
[PHOTO CAP] Danielle Dries

Call out box: Workplace giving at ANU

The ANU Workplace Giving program allows ANU staff to make tax deductible donations to charities, including ANU, through fortnightly payroll deductions. There are major benefits for staff donating through Workplace Giving.

It makes tax time a lot easier as donations can be taken out of pre-tax salary, providing staff with automatic tax relief and eliminating the need to keep receipts for your annual tax returns. When a staff member chooses to give to ANU, one hundred per cent of their gift goes directly to the selected cause.

Not an ANU staff member? Speak to your HR department to find out if your employer has a workplace giving program.

Find out more at philanthropy.anu.edu.au/philanthropy/how-to-give/anu-workplace-giving
Computing changing the world

ANU adjunct lecturer and researcher Tom Worthington wants students to start thinking about how computing can change the world.

“Computing is normally thought of as part science and part commerce. I want to inspire students to look at how they can better the world through the application of technology,” he said.

To do this, Tom has established the Humanitarian Computing Prize to reward students who excel in the Information Computer Technology Sustainability course.

“The world needs graduates who have the skills and ambition to make a better world. As an educator I have learned that prizes can be a powerful motivator of students.”

Tom explained that humanitarian computing is about helping people through the use of information technology.

“Humanitarian computing promotes human welfare through the appropriate application of information technology. Some areas I have worked in use computers to assist people with disability, coordinate relief operations during natural disasters and reduce carbon emissions to combat global warming.”

Tom hopes that his support of humanitarian computing will attract the attention of others with the ability to make a difference.

“My hope is the Prize will inspire business and government to make contributions to ANU to help further the work by students in the area of humanitarian computing.”

[PHOTO] Tom Worthington or Tom Worthington 2

[PHOTO CAP] Tom Worthington
Setting the foundations for corporate law

Alumnus and donor Jack Tsang has come a long way since graduating from ANU, and now he feels it is the right time to give back.

“I think I have reached a stage in life where it is necessary to reflect and thank those individuals and organisations that have supported me over the years. This would of course include my parents, who have contributed enormously, not only financially, but also with their time and dedication in nurturing me,” he said.

“I also wish to thank ANU for the opportunities and the wealth of knowledge it has provided me. I am grateful for the fantastic and high-calibre education that I received at ANU.”

Jack established the Peggy and Stephen Tsang Prize for Takeovers and Securities Industry Law at ANU to recognise his parents and to encourage students to lay foundations for successful careers as corporate lawyers.

“Takeovers and securities is a practice area that is close to my heart, as it is the core of my practice in Hong Kong,” he said.

“It is an area of the law whose practice requires energy, pragmatism, and a double dose of intellect.

“It is often an area that isn't comprehensively taught at undergraduate level and most corporate lawyers pick it up in the workplace. I am impressed that this subject is taught to a high standard at ANU.

“This Prize will hopefully serve as motivation for future generations of ANU students to aspire towards a solid foundation in the subject, which will in turn lay good foundations for future practice as a corporate lawyer.”

Jack, who moved to Australia at the age of three, has returned to Hong Kong to pursue a career as a corporate lawyer for one of the five “Magic Circle” international law firms, Slaughter and May.

Reflecting on his education and choice to donate to ANU he said that he gained a lot from opportunities in Australia and hopes he can contribute to future generations of students.

“My family are great believers in education and I have benefitted tremendously from the opportunities that Australia has given me – including the opportunity to study at a premier institution like ANU,” he said.

“Starting in a small way, I hope that I will contribute further to ANU in the future – both through donations and by sharing my experiences with successive generations of ANU graduates.”

Jack’s wish to contribute has already made an impact on inaugural prize-winner David Zanon.

“I was delighted to receive the Prize and I felt even better because I didn’t expect to win it. I am thankful to the donor who has gone out of his way to provide the Prize,” said David.

David found the subject of Takeovers and Securities Industry Law just as important as Jack.

“I found the subject really useful and very applicable to actual situations. The applications of the content and the utility of the course stood out for me and have given me plenty to ponder.

“I got out of this course an extensive and practical understanding of the securities industry as a whole, which has greatly helped my understanding of the operation of the industry and many useful tips regarding problem solving techniques,” he said.

With a firm foundation in law supporting him, David plans to explore his options after graduation.

“At the moment I am considering several options. I want to work in the financial services industry as a consultant or a lawyer but at the same time I would like to work in another country, probably the UK.

“I think it best to have a rough plan of what you want to do but I will see what options are available when graduation looms closer and things become clearer.”

[PHOTO smaller inset] High court HK


[PHOTO] David Zanon or David Zanon 2

A physical legacy

A generous bequest from one of the University’s past Deputy Vice-Chancellors is bringing the best physics students to Canberra.

Native Melbournian Robert Walker chose to transfer to Canberra for his honours year based on the reputation of the ANU Research School of Physics & Engineering.

“ANU has a very strong physics department; I wanted the challenge of learning from some of the best lecturers and academics Australia has to offer,” said Robert.

“In the short time that I have been here my experience has been very positive.”

Robert, who is one of the first recipients of the Dunbar Physics Honours Scholarship, is exploring physical theory as part of his honours project.

“I am enjoying working on my honours project, which is on generalised geometry and its applications. The material I am hoping to cover will allow me to comprehend a far larger portion of physical theory than I currently can,” he said.

Robert is grateful for the support of the $25,000 scholarship, which includes a $15,000 accommodation stipend.

“The scholarship has allowed me the freedom to focus on my studies. Without it, relocating to Canberra to pursue further study would have been a much tougher decision. It is also reassuring to have the effort I have invested throughout my academic career validated in this way.”

Beyond his honours year, Robert wants to continue working in problem-solving-oriented environments.

“My long-term goal is to work in a field within which I can contribute towards solving novel problems. I will probably look at continuing on to a PhD in a related field, then move towards academic research or research and development.”

The Dunbar Physics Honours Scholarship was established in memory of the late Professor Noel David Dunbar. Noel was a Professor of Physics at ANU between 1958 and 1968. He later went on to hold the position of ANU Deputy Vice-Chancellor from 1968 to 1977.

In 1977, Noel was recruited to the position of chairman of the Universities Council of the Commonwealth Tertiary Education Commission, where he became responsible for the co-ordinated development of the whole Australian university sector until 1986.

On retirement, Noel served as chairman of the Winston Churchill Memorial Trust and was a visiting fellow in the ANU Physics Department from 1991 to 2003. In recognition of his public service, the University conferred on him the honorary degree of Doctor of Laws in 1987.

The Scholarship was established through a generous bequest left by Noel in his will.
Research [section heading]
Foundation funding key to independent aid research

The Crawford School's Development Policy Centre (Devpolicy), which is receiving $2.5 million over five years from the Harold Mitchell Foundation and a matched amount from ANU, has quickly become an independent authority on international aid.

Devpolicy Director Professor Stephen Howes said the funding has been key to building this reputation.

"The funding is absolutely critical for us to be a credible, independent voice on aid and development policy in Australia," he said.

With the Harold Mitchell Foundation’s assistance, the Centre is now a leading source of research and analysis on aid and international development, with a strong focus on Papua New Guinea (PNG) and the Pacific.

"Harold [Mitchell AC, Founder of the Foundation] often makes the case that Australia is surrounded by developing, and often fragile, nations and that we should therefore be more attentive to international development challenges. He also argues for greater transparency in and research on aid to the benefit of the entire aid sector," said Stephen.

"These are the perspectives that drive our work, and we have been delighted to find in him and his Foundation an enabler of our aspirations."

This generous funding is not restricted to specific projects. In this way, the Harold Mitchell Foundation has enabled the Centre to quickly respond to the most pressing issues of aid in Australia and the Pacific region, and to establish itself as the leading voice on these issues.

In 2013 Devpolicy conducted the first Australian aid stakeholder survey. The survey received responses from 356 aid experts and practitioners on the effectiveness of Australia’s aid program and its results provided valuable guidance to the newly elected government on the reform agenda for Australia’s aid program.

During the recent changes to the Australian aid program – including budget cuts and the integration of AusAID with DFAT – the newly redesigned Devpolicy Blog provided one of the few sources of ongoing news and analysis. Devpolicy’s work in 2013 ranged from research about the impact of the resource boom on service delivery in PNG and the impact of Chinese aid to the Pacific, to advocacy for more parliamentary oversight of aid, and the analysis of Australia’s Seasonal Worker Program.

Find out more on the Development Policy Centre at https://devpolicy.crawford.anu.edu.au/
Storing Australia’s energy

The ACTEW Water/ActewAGL Endowment, which was jointly established by the water and wastewater company ACTEW Water and electricity and gas utility ActewAGL, is funding a grant program that encourages researchers to investigate renewable energy and water sustainability.

The ACTEW Water/ActewAGL Research Grant Program has been in place since 2010 to award competitive grants of up to $50,000 for research projects aligned with the organisations’ strategic objectives. In total it has funded 15 projects with almost $500,000 of generated income from the perpetual endowment. The projects have included investigating customer willingness to pay for electricity and gas network services, the use of tree rings to construct climate river flow records and enhancing freshwater ecosystem monitoring using environmental DNA and next-generation sequencing.

One of the latest projects, conducted by researchers Dr Karen Hussey and PhD candidate Keith Sue, is investigating the potential for new technologies in energy storage to be used to take the pressure off Australia’s National Electricity Market, and in turn provide greater and cleaner energy security.

“The whole idea of storage technologies is to move the supply of electricity from one time to another. Depending on the speed and duration that this can be done, however, different technologies can provide different services to the electricity network,” said Keith.

“For example there is a fantastic opportunity for energy storage to assist the deployment of solar panels, particularly at the residential level. Solar power is generated at its greatest level during the middle of the day, which doesn’t necessarily correlate with when this energy is required. Residential-scale storage has the potential to rectify this imbalance.

“Perhaps the most interesting and potentially valuable use for storage, however, is to reduce the amount of poles, wires, and generators required in the network. Much of the network is only used for very short amounts of the year when demand peaks. By minimising these peaks through the use of storage, the requirement for large investments can potentially be deferred or mitigated altogether.”

The project is focussing on the ACT with the intention to take it much further.

“We used the ACT as our case study, not the least because ActewAGL has very impressive strategic goals in relation to renewable energy generation and greenhouse gas emission reductions, and we felt it had the potential to demonstrate national leadership in sustainability (if the policy and institutional settings allowed it to),” said Karen.

The research’s focus is on examining whether or not Australia’s current regulatory and institutional arrangements actually enable, or potentially prevent, the opportunity for these technologies to be integrated into the Australian electricity market.

“A company like ActewAGL doesn’t exist in a vacuum – they are bound by complex institutional, regulatory, economic and even social arrangements that mean they are encouraged and enabled to do some things, and not to do other things.

“Similarly, technological innovation and the dissemination of that innovation doesn’t happen in a vacuum: policy settings will determine the success of one technology over another.

“Our project is important because it sheds light on whether a company like ActewAGL can embrace a new technology that offers public benefits, or whether it is constrained by the policy and institutional settings that it operates in.”

Karen and Keith’s work has benefited from more than just the financial side of the grant.

“We really valued the opportunity to work on a project that was relevant to the industry, but where we also had the freedom to design the project ourselves and conduct it with the usual rigour and objectivity that the ANU is known for,” explained Karen.

“The opportunity to work closely with experts within ActewAGL, and indeed to draw on their networks, gave us essential access to people in the industry who were keen to be involved and to provide their input.

“I think that in many ways philanthropic organisations are in a unique position to fund projects that might not otherwise be funded, for example, high-risk high-return research, or research that demands multiple disciplines or multiple inputs from within and without the academy.”

As for the results, one thing is for sure change is coming and the electricity sector will need to adapt to meet the market.

“People are becoming more concerned about their power consumption and are more willing to embrace technologies at the household level.

“The organisations which currently operate in the electricity sector will need to learn how to adapt, which is something they really haven’t been forced to do in the past. They will need to think about how they interact with new technologies such as energy storage, and be willing to adjust their business models should they become less tenable,” explained Keith.

[PHOTO] Karen Hussey & Keith Sue – Fenner AH1P9338

[PHOTO CAP] Dr Karen Hussey and PhD candidate Keith Sue. Photo by Stuart Hay.
Accelerating professional development

Academic support for professional staff is opening up the world of nuclear physics.

The Heavy Ion Accelerator Facility (HIAF) is one of the most important pieces of research infrastructure at ANU. It supports Australia’s only experimental nuclear physics program, as well as a broad spectrum of other work, including creating and characterising innovative materials, resource and energy exploration, investigating climate change, and archaeological and heritage studies.

The HIAF is also one of the few facilities left where ‘adventurous’ experiments – those that hold promise, but have no clear guarantee of success – can be carried out.

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

Initially the three researchers wanted to offer technical staff at the ANU Department of Nuclear Physics career advancement opportunities that would not otherwise be available. However, the generosity of donors has now meant that the Endowment’s purpose can be expanded to support other initiatives of the department in addition to staff development.

Dr Peter Linardakis was the first recipient of the HIAF Endowment Career Development Award. Peter is a technical officer at the ANU Department of Nuclear Physics and said that the Award helped him gain insight to the world of accelerators.

“The award allowed me to travel to a conference in Paris and a workshop in Woods Hole, Massachusetts. These opportunities gave me context to the ANU Heavy Ion Accelerator Facility in the world of accelerators and allowed me to better appreciate our achievements. I was able to involve myself in the international particle accelerator community and build a network of contacts from large organisations.”

Peter also said the Award expanded his knowledge, helping him to contribute further to his department’s work.

“My knowledge of accelerators increased immensely in just two weeks. Upon my return, I was inspired to continue to improve myself and my contributions to keep the department at the forefront of its nuclear physics research activities.”

Most importantly, Peter is grateful for the way professional staff are valued at the ANU Research School of Physics and Engineering (RSPE).

“First and foremost, it is fulfilling that professional staff within RSPE are recognised for their role in the research that is performed here.”

[PHOTO] Peter Linardakis (selection)

[PHOTO CAP] Dr Peter Linardakis. Photo by Stuart Hay.
Industry partnership towards cancer treatment

A new industry sponsored Chair is shifting the way we view cancer treatment.

Professor Ross Stephens knew he was onto something big. Something that could help save thousands of lives.

“I already had enough knowledge of the technology to see that there could be very valuable medical applications,” he said.

The research soon attracted the attention of an industry player – one of Australia’s largest biomedical companies, Sirtex, in 2006. Sirtex were looking to enhance their novel cancer treatment, SIR-Spheres® – tiny plastic cages loaded with tumour-killing radiation – which were already working wonders for late-stage liver cancer.

The key to the SIR-Spheres’ success is targeting the radiation therapy directly at the tumour site.

“External radiation – which is the conventional treatment for cancer – has to pass through the body and it does a lot of damage on the way through to normal organs and tissues,” said Ross.

“The SIR-Spheres are designed to lodge at a certain diameter of the vessel and emit their killing radiation.

“The idea is that you try and localise your radiation treatment right at the spot where it’s needed rather than exposing half the body.” That’s where imaging comes into play – how can you be sure your treatment is localising to the right place if you can’t see where it ends up within the body?

“Our part was to make a new material incorporating imaging radioisotopes and work out how to then stick that onto the surface of the spheres,” explained Ross. “Like pimples on a pumpkin.

“It’s not as trivial an exercise as it sounds. The particles have to be cemented on in a very stable way. You don’t want them to become unattached and travel around the body.”

Ross and his team not only succeeded in incorporating stable imaging capability into the SIR-Spheres, they went one better, devising methods for using imaging isotopes that can last long enough for distribution to clinics.

A trial to test out the new technology with cancer patients at Sydney’s North Shore Hospital is planned for 2014. After more than 20 years working in cancer biology, Ross is humbled by his team’s achievement.

“My wife is a haematologist and does a lot of work with leukaemia patients and I’ve been very well aware all through my career that there is a limited availability of things that are going to make any impact in cancer treatment,” he said. “To see this technology get to this point is just fantastic.”

Ross and his team – David King, Karen Knox and Jessica Bell – are not the only ones who are pleased with the outcome. Earlier this year, Sirtex announced the creation of the Sirtex Chair at ANU. As the inaugural Chair, Ross will receive up to three million dollars towards his research over the next three years.

During the announcement, Sirtex’s Chief Executive Officer, Gilman Wong, said that it was groups like Ross’ that “have the ability to drive real and rapid change in our world”.

The team at Sirtex have proven to be just as dedicated to the project. From the moment they made the decision to come on board as an industry partner, there was an instant connection, said Stephens.

“These days, trying to do something new in the medical area, no one person or group can have all the expertise needed. You have to have the connections,” said Ross.

“Our collaboration with Sirtex has been fantastic. They have introduced us to so many people doing things that can really complement our work.”

The research is being conducted at the Department of Applied Mathematics, led by Professor Stephens and Head of the Department Professor Tim Senden.

Tim said that the Chair and its associated funding presents an exciting opportunity to find new uses for the technology.

“While this research is highly focused on new adaptions of Sirtex’s existing technology, it also allows us the flexibility to follow our fundamental research along unpredicted pathways that could lead to new uses for the technology,” said Tim.

As luck would have it, the team have already discovered another use for their nanoparticles – this time in researching lung damage in sepsis.

It’s been a long journey, and one that was very nearly abandoned, but for Tim and his team the future of their research, with the help of Sirtex, is looking bright.

“After all these years, I’m still really excited about the work we’re doing. And who knows what we’ll be able to do with this technology in the future.”

Video: Learn more about the project http://bit.ly/rep_Sirtex

[PHOTO] Sirtex chair or Sirtex chair 2

[PHOTO CAP] Professor Ross Stephens
Community [section heading]
The gift of time

Alumna and long-time volunteer encourages other to get involved.

Graduate Bettina Söderbaum left ANU more than 30 years ago but she still feels that the University and Burgmann College, where she was a resident, are home.

“The environment is still as special as it was when I lived here.”

Over the years, Bettina has regularly returned to the University and has been instrumental in the development and success of Burgmann College.

“I’ve been coming back to ANU and Burgmann College almost since the day I left,” she said.

Bettina is currently a member of the Board of Burgmann College, she is also Vice-President of the Burgmann Alumni Association, Secretary of the Burgmann College Council and has been a key player in developing and implementing a framework for alumni volunteering at ANU. The result of her contributions has been the new ANU Alumni Volunteer Leadership Program.

For Bettina, volunteering isn’t just about giving back – she also gains a lot from it too.

“I am very honoured that I have the opportunity to have a role here. I find it very rewarding,” she said.

“It’s been a fantastic pleasure over the past few years meeting so many bright and talented young people who all have such interesting ideas. I’ve learned a lot from them and I find it very energising.”

Bettina has had a lengthy career as a policy adviser and senior manager in the Australian Public Service and the Organisation for Economic Co-operation and Development in Paris, in fields as diverse as tourism, environment, development assistance and climate change.

Reflecting on her career Bettina said, “My years as an ANU student were a wonderful foundation for career and life, and my ANU degree has opened many interesting and unusual doors.”

The experience and knowledge she has gained from her career were put to good use when she addressed the graduating cohort at the ANU College of Arts and Social Sciences graduation ceremony in 2013. In her speech she shared the personal reward she gets out of dedicating her time to the University and Burgmann College, and encouraged others to do the same.

“Being an ANU graduate is a privileged position, and with privilege comes responsibility. Although you may physically depart from here, the ANU will remain a part of you forever. And there are others coming after you who can profit from your wisdom and your experience,” she said in her address.

Bettina recently left the Public Service to pursue some personal projects, including philanthropy, creative writing and music. She currently leads a busy life volunteering in the arts, education and multicultural affairs and singing in two choirs.

Afterword: Prior to publication the University community recognised Bettina’s contribution to ANU and named her ANU Alumni Volunteer at the 2014 Alumni Awards.

[PHOTO] Bettina Soderbaum

[QUOTE OVER PHOTO] “Being an ANU graduate is a privileged position, and with privilege comes responsibility.”
Thank You

[Tile photos of event over double spread – 6 to a page one tile charcoal with text below in side]

The Vice-Chancellor welcomed more than 300 donors and friends to the annual Thank You event in November 2013 to recognise and celebrate their generosity.

[PHOTO OPTIONS] Folder called Philanthropy Thank You Event - November
Gascoignes’ personal art collection donated

A personal collection of artworks owned by celebrated Canberra artist Rosalie Gascoigne AM and her astronomer husband, former ANU Professor Ben Gascoigne AO, was donated to the University by the late couple’s children, Martin, Hester and Toss, through the ANU Foundation for the Visual Arts.

At first glance, the works seem unconnected, an eclectic mix of abstracts and landscapes in crayon, lithograph and watercolour. But they have one very powerful defining theme: they are all works that Ben and Rosalie, over the course of half a century, either bought together or received as gifts from people who played important parts in their lives.

“This collection was very significant for my parents,” said Martin. “One painting was a wedding present; another was given in exchange for a sculpture Rosalie had done of Germaine Greer.”

The 12-piece collection includes some of the pair’s most treasured works, said Director of the Drill Hall Gallery Mr Terence Maloon.

“There are three works by Carl Plate – whom Ben met when they shared a cabin on the last passenger ship to leave Britain for Australia during World War Two – two of which were painted during visits to the couple’s house on Mount Stromlo in the early 1950s,” said Terence.

“We are greatly honoured by the Gascoigne family’s wish for such a significant gift to be given to ANU. Ben and Rosalie Gascoigne had very strong connections with the University and all three of their children graduated from ANU. These are works that have an intimate connection to the story of their lives.”

Originally from New Zealand, Ben and Rosalie married in Canberra in 1943. Ben worked as an astronomer at the Mount Stromlo Observatory from 1941 until 1988 and the couple lived on Mount Stromlo with their three children until 1960.

It was during this time that Rosalie developed the strong feeling for the Australian landscape and honed the sensibility that marks her as Canberra’s most illustrious artist. Many of her early sculptures were made from materials that she found during her regular walks through local countryside.

“ANU was such a significant part of my parents’ lives, and my two brothers and I are graduates of the University, as is one of my nephews,” said Hester.

“So the gift was a way for us to celebrate all those important links. I hope that people get as much pleasure from the works as they have given our family over the years.”

[PHOTO] Ben and Rosalie’s children Toss, Hester and Martin Gascoigne at the gift ceremony

[PHOTO CAP] Ben and Rosalie’s children Toss, Hester and Martin Gascoigne at the gift ceremony.

[PHOTO] Rosalie and Ben Gascoigne

[PHOTO CAP] Rosalie and Ben Gascoigne.
Support rises from the ashes

The ANU Bushfire Appeal brought staff, students and alumni together for a good cause.

The ANU community came together in support of the ANU staff members affected by the bushfires that swept through the University’s Siding Spring Observatory near Coonabarabran in January 2013 by raising a total of $25,500 for the ANU Bushfire Appeal Fund.

While fire preparation works were successful in preventing catastrophic damage to the scientific facilities, many University staff members tragically lost their homes and possessions during the fire. The money raised as part of the appeal was dispersed amongst these staff members.

Professor Matthew Colless, Director of the Research School of Astronomy and Astrophysics, said that it was impressive to see such a swift response to the Bushfire Appeal Fund.

“There was certainly a very rapid and strong response by the ANU community, and it was very pleasing to see that more than $25,000 was raised so quickly. We put a lot of effort into ensuring the fair allocation of funds among affected staff, and the staff members who received the funds were very grateful for the contributions made by ANU staff and students,” he said.

More than $5,000 was raised during a Bushfire Appeal Dinner hosted by University House, with the generous support of its suppliers.

The University also made a contribution of $25,000 to the Warrumbungle Shire Mayor’s Bushfire Appeal in recognition of the local community’s long and supportive relationship with the Observatory.

[PHOTO] Siding Spring

[PHOTO CAP] Siding Springs Observatory sits atop the wildfire affected Warrumbungle Mountains, 18 days post-fire. Photo by Doug Beckers.
Bringing Haydn to the people

Two inspired gifts are bringing the work and life of Haydn into the lives of the Canberra community.

A gift from Canberra CBD Limited to the ANU School of Music’s Endowment for Performance Excellence has brought the Sydney-based Australian Haydn Ensemble to Canberra as an ‘Ensemble-in-Residence’ at the ANU School of Music for 2014. The Endowment for Performance Excellence supports the newly introduced Distinguished Artists and Ensembles in Residence program at the School. It brings internationally renowned artists to the School and provides opportunities for students to learn from and perform with world-class artists.

Professor Peter Tregear, Head of the School of Music, said the generous gift will be of enormous benefit to the School’s students and lovers of classical music.

“Through the generosity of Canberra CBD Ltd, our students and the wider Canberra community alike will have the opportunity to experience and learn from this outstanding chamber music ensemble.”

The Australian Haydn Ensemble will perform in Canberra on at least four occasions, conducting not only concerts but also master classes and other outreach activities for the benefit of the city centre area. The announcement was complemented by a gift of artworks from the Austrian Embassy to the School of Music and the wider Canberra community.

At a reception celebrating both gifts, His Excellency Dr Helmut Boeck, Ambassador of the Republic of Austria, gifted a permanent loan of an exhibition to the School. The exhibition, which is devoted to Haydn’s life, work and times, was commissioned by the annual Haydn Festival in Eisenstadt, Austria, where Haydn spent most of his long and prolific life at the Esterházy court.

[PHOTO] Haydn’s surprise – ensemble image

[PHOTO CAP] The Australian Haydn Ensemble (AHE). Photo courtesy of AHE.
President’s message

The Endowment has grown thanks to your generosity and has changed the lives of many.

The past twelve months have been an exciting period of growth and celebration for philanthropy at ANU and the Endowment for Excellence Board of Governors is proud of what the Endowment has helped ANU achieve in 2013.

The year began with the announcement of Graham and Louise Tuckwell donating $50 million to ANU. The Tuckwell gift and its impact are astounding, yet should not be surprising. Graham Tuckwell’s call to others in a position to give is a reminder of why philanthropy in education is so important and a sterling example of what is possible.

The Endowment for Excellence now holds over 300 endowed funds. In the course of the year the University awarded over 650 prizes and scholarships, and distributed over $7 million for education and research across the University.

All the Endowment foundations continue to evolve and seek out the best way to leverage your gifts to support the University’s future.

I would particularly like to acknowledge Emeritus Professor Deane Terrell and Emeritus Professor Robert Crompton for their contributions to the School of Music Foundation. Both retired from their positions on the Board while Professor Terrell will continue on as Foundation Ambassador. The Board of Governors is deeply grateful for the exceptional service and conspicuous acts of generosity shown by both Emeritus Professors Terrell and Crompton.

The Board is pleased with the investment the University has made to build alumni relations and philanthropy at ANU over the last few years. This investment has also meant a positive shift for the Board of Governors role. The responsibility of scrutiny over the Endowment remains but the changing landscape of philanthropy at ANU broadens our role as ambassadors for the University and its fundraising activities.

In 2013 we welcomed two new Governors: Mr Stephen Byron (BComm ’92, LLB ’93, GradDipLegPrac ’94) and Ms Jennie Cameron AM (BA ’99). Both Stephen and Jennie bring extensive management experience and have been active participants in their governance roles.

In our voluntary capacity as Governors we see and hear, first hand, many wonderful stories of how your generosity has helped. I am enthusiastic about the Board’s expanded remit and the potential for future fundraising for ANU.

The impact of your generosity cannot be underestimated. ANU is a great institution but it is the wider University community which makes ANU what it is today. A community made up of alumni, friends and supporters who believe that great things are possible and it is often your support that aids researchers, staff and students to achieve beyond what they thought possible.

On behalf of the Board of Governors, thank you for your continued support.

[IMAGE] Tony Hartnell's message_single sig copy

Tony Hartnell AM
President, Board of Governors
Endowment for Excellence

[Photo: board of g13]

Afterword: Prior to publication the University community recognised Tony’s contribution to ANU and was given a Vice-Chancellor’s Special Commendation at the 2014 Alumni Awards for his voluntary service to the University.
Board of Governors

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

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BEc LLB (Hons) ANU, LLM George Washington
Partner, Atanaskovic Hartnell

Jennie Cameron AM
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Director, CC&N Pty Ltd
Social Enterprise Development Consultants

Stephen Byron
BComm, LLB (Hons), GradDipLegPrac, ANU
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Professor the Hon Gareth Evans AC QC FASSA
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BE (Hons), MEngSc, PhD JCU, FIEAust, FTSE
Vice-Chancellor and President, ANU

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

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

Foundations within the Endowment for Excellence continued to be very active in the pursuit of their missions in 2013.

The Sir Roland Wilson Foundation appointed Dr Ken Henry AC as Chair of the Foundation in 2013, following in the footsteps of Professor Deane Terrell, former Vice-Chancellor of ANU.

The Foundation’s PhD Scholarship program continued to flourish, with a total of 13 PhD students from the Australian Public Service researching topics of national significance ranging from the dynamics of the Chinese labour market; the effectiveness of welfare conditionality; the demographic impact on provision of social services; and the impact of reconciliation processes in young children.

Neal Hughes, one of the PhD scholars, is an economist at the Australian Bureau of Agricultural and Resource Economics and Sciences. Neal is researching the design of property rights for the management of water resources in regulated river systems, with particular focus on the Australian Murray Darling Basin.

In 2013 Neal spent three months in the United States, based at the University of California Berkeley and Texas A & M University. While there, Neal developed a detailed understanding of US approaches to water management, including water property rights, water trading, storage management and environmental flows. As a result of this work, Neal was a finalist in the 2013 Emerging Scholars Award at the Global Water Forum and will present his paper at the 2014 International Atlantic Economic Society in Madrid.

Assets of the Foundation endowment fund topped $17 million in 2013, which assures a steady income stream to continue to support these scholarships in perpetuity.


The School of Music Foundation experienced positive consolidation and renewal in 2013.

The newly founded Distinguished Artists and Ensembles-in-Residence Programs continued to help attract world-class instrumental and vocal teachers to ANU to enhance and enrich students’ performance activities. The Foundation’s support of this program saw artists of the calibre of Rachael Beesley, Tamil Rogen, Leslie Howard and David Kram visit ANU in 2013.

The Foundation also provided the School of Music students with a number of scholarships and prizes, including the newly established Marcia Ruff Hewitt Jazz and Contemporary Music Prize, and – as a result of a significant anonymous donation – support for all students wishing to take an honours year in performance.

Emeritus Professor Deane Terrell stood down as Chair of the Foundation’s Board to take up an important new role as Foundation Ambassador, promoting the work of the Foundation and the School to the wider Canberra community. Emeritus Professor Robert Crompton also retired from his position on the Board.

[PHOTO] To be advised.

The Freilich Foundation held a number of lectures in 2013, including the Alice Tay Lecture on Law and Human Rights, ‘When are refugees ‘Unworthy’ of admission?’, which was delivered by Professor Satvinder Juss from the School of Law at King’s College London; the Annual Lecture in Bigotry and Intolerance, ‘Re-examining the prejudice problematic’, which was delivered by professor of psychology Martha Augustinos from the University of Adelaide; and a lecture by Robin de Crespigny on her book The People Smuggler: The True Story of Ali Al Jenabi, the ‘Oskar Schindler of Asia’.

The Eminent Lecturer series was delivered in July and August by philosopher Raimond Gaita on the theme of ‘Prejudice, Reason and Understanding’.

In August as part of an Australian Research Council research project on Responsibility, Regionalism and Refugees at ANU, Professor Penelope Mathew and research fellow Tristan Harley convened a colloquium on the merits of regional arrangements for sharing responsibilities for refugees. This resulted in a full report which engendered much media interest.

As part of the project, Penelope and Tristan visited Latin America and Southeast Asia to discuss the issue of regional cooperation and refugee protection with intergovernmental and governmental officials, as well as members of civil society.

[PHOTO] Gaita & Dodson

[PHOTO CAP] 2014 Eminent Lecturer Professor Raimond Gaita with Professor Mick Dodson

The Edith and Joy London Foundation supports a remarkable ecological gift that is nestled into the vivid green escarpment near Kioloa on the south east coast. The strip of land spans beach and lagoon environments, traditional rural land, eucalypt forest and rainforest catchment and overlays a deep indigenous past.

The cultural and ecological value of the property was celebrated when, in 1976, Joy London donated her 348 hectare home to ANU. She stipulated that her property, with all its myriad of uses and intrinsic natural history be conserved for the purposes of teaching and research, and thus binding it tightly in perpetuity with the University’s core values.

The research and ecological value of the property form part of a national fabric for discussions on sustainability, climate change and biodiversity. The ANU Kioloa Coastal Campus is a rare place to engage in dialogue on these topics, surrounded by ample examples.
It is a living case study of all the aspects of rural coastal environments we hope to preserve into the future. In 2013, the campus exceeded 7,700 bednights (visitors sleeping for one night).

2013 also saw Admiral Chris Barrie (ret.), inaugural Chair of the Foundation, work on establishing a board membership of notable and influential Australians as well as promoting the Campus to the broader community.

[PHOTO] Kioloa or Kioloa 1

The Australian Foundation for Mental Health Research (AFFIRM) focused on raising funds for mental health research and on increasing mental health awareness in the business sector and in schools.

Once again ACT High Schools and Colleges participated in the AFFIRM Youth Ambassador Program run by ANU’s Centre for Mental Health Research. A total of 64 students participated in a series of four Youth Ambassador workshop to assist them in promoting positive mental health and reduce stigma amongst their peers. Activities included among others a 2- day peer skills training workshop conducted by Lifeline and opportunities to plan activities for promoting mental health in schools. With the support of their teachers the Youth Ambassadors organized a variety of school-based activities in 2013 including affirmation/inspiration walls, barbeques, presentations at assemblies and lunchtime mental information stalls. The program was funded by the John James Memorial Fund and the Lord Mayor's Charitable Foundation.

In August 2013, attendees at AFFIRMs 2013 Executive Business Luncheon were inspired by a talk by high profile businessman and former Leader of the NSW Liberal Party Opposition, Mr John Brogden. In a compelling and positive address, Brogden, spoke of his own depression, his survival of a suicide attempt and the importance of a society in which it was possible to speak openly of mental health issues. August was also a month in which Team AFFIRM joined the annual City2Surf event in Sydney to raise funds for the Australian Foundation for Mental Health Research.

Funds raised by the Foundation support part-time Centre for Mental Health Research postdoctoral research fellow, Dr Dimity Crisp. Dr Crisp has been undertaking research with the Centre’s Director on the benefits of online self-help interventions including their effect on self-esteem, personal empowerment and quality of life. Last year Crisp presented this work at the International Federation of Psychiatric Epidemiology in Leipzig, Germany.

[PHOTO] To be advised

[PHOTO CAP] To be advised

The John Curtin Medical Research Foundation (JCMRF) has been very active in undertaking its mission to support medical research at ANU. Its long-term goal is to establish an endowment that will allow the Foundation to distribute two million dollars per annum for medical research projects across the campus.

The Foundation’s major project has been to raise funds towards the purchase of an intravital microscope, an important piece of equipment that will be used by researchers at the John Curtin School of Medical Research (JCSMR) to study cancer, immunological diseases and malaria. Currently, the Foundation has raised $120,000 with a target of $200,000, which it hopes to reach by the end of 2014.

The Foundation has also established relationships throughout Asia, with the aim of establishing PhD scholarships at ANU to support students from China, Vietnam and Malaysia.

In 2013, the Foundation played a significant role in the creation of the Centenary Chair for Cancer Research at JSCMR and, when appointed, will support their research with funding and equipment.

The John Curtin Medical Research Foundation Annual Dinner has also assisted the Foundation to raise funds and awareness in the region. At the inaugural dinner at Old Parliament House in March 2013, the Foundation was honoured to have JCSMR Nobel Laureate Professor Peter Doherty as the guest speaker. The evening was a great success.

[PHOTO] To be advised

[PHOTO CAP] To be advised
The Tuckwell Scholarship Foundation was established to steward and manage the generous $50 million Tuckwell Gift to ANU which enabled the Tuckwell Scholarships. Valued at $20,000 per annum for the length of an undergraduate degree at ANU, the Scholarships cover expenses such as accommodation and living costs. Scholars can study in any discipline offered at ANU. The Foundation was established with nine directors, including Graham and Louise Tuckwell, senior representation from the University, and a number of independent Directors to bring balance and specialist perspectives. This inaugural year saw an enormous amount of activity for the Board in setting up the structures and processes which will enable the Scholarship to be a sustainable cornerstone of the University’s undergraduate academic program.

The Foundation board established the selection processes for the Scholarship and oversaw the advertising, application and selection processes for the University’s first intake of Tuckwell Scholars. Six hundred and fifty seven aspiring school leavers from across Australia made an application for stage one of the process, with 217 invited to continue to stage two. Of these, 72 applicants attended the interview weekend at the University in July. Each applicant participated in individual and group interviews before the Board made its final selection of 25 scholars to commence in 2014. All 25 scholars accepted their offer of a place at ANU.

In addition, a further 100 advanced applicants were offered ANU Centenary Scholarships (valued at $5,000) and variety of merit-based and equity scholarships were also awarded to many other Tuckwell applicants. In 2014, the Board is looking forward to working with the University to broaden the selection process and to establish Scholars’ House as a core part of the overall Tuckwell Scholarships.

[PHOTO] To be advised

[PHOTO CAP] To be advised
From art students to professional artists

Chair of the Visual Arts Foundation, Emeritus Professor David Williams AM, shares the story of a scheme which has been supporting arts students for more than 25 years.

The ANU School of Art (SoA) Emerging Artist Support Scheme (EASS) was established to support visual arts graduates at a critical point of their development – the transition from university to establishing careers as professional practitioners.

Mallesons Stephen Jacques and Lend Lease Canberra joined with ANU in 1988 as inaugural EASS Patrons. They supported graduates by purchasing artworks for their art collections from the annual SoA Graduating Student Exhibition.

Support for the Scheme grew rapidly over the next five years with 30 corporate entities, local businesses, arts organisations, families and individuals purchasing art works, and offering prizes, scholarships, commissions, residencies, subscriptions and materials awards to students.

In 2013, a record 78 Patrons offered awards that presented assistance and opportunities to emerging artists at a valuable time in their careers – at the start of their independent studio practice.

The EASS has assisted hundreds of artists graduating from the SoA over last 25 years. The EASS has also played a significant role in encouraging artists to remain in Canberra and the region through artist-in-residence and exhibition opportunities. These artists play an important role in contributing to the lively, cultural life and creative activity of Australia’s national capital city.

The breadth and scope of the EASS is unique to the SoA and exemplifies the strong support the School receives from the Canberra community through its many Patrons.

Representatives of the EASS Patrons are members of the Board of the ANU Visual Arts Foundation. The Foundation funds an annual student scholarship and is the conduit for donations, gifts and bequests supporting the visual arts at ANU.

Call out box: Emeritus Professor David Williams AM

David is an Adjunct Professor at the ANU Research School of Humanities and the Arts. Previously Director of the ANU School of Art (1985-2006), his research interests are in Public Art and Contemporary Asian and Australian art. He is currently the Chair of the Visual Arts Foundation and involved as a member of the Capital Planning & Development Committee, the HC Coombs Creative Arts Fellowship and Public Art Committees.

David, who is an avid supporter of international exchange for undergraduate arts students, established the David and Margaret Williams Travelling Scholarship in the Visual Arts in 2007. David, and his wife Margaret, established the Scholarship because of the pleasure they get out of seeing students bring new perspectives and techniques gained from their travels to improve their art.

During his time at ANU David has initiated formal exchange programs with international art and design schools, and been involved in exhibitions that feature the work of staff and students from Japan and Thailand.

Call out box: Twilight Festival

Visitors at the 2013 ANU Twilight Festival at the School of Art Gallery exhibition inspecting the cast and cold worked glasswork with stone inclusions made by 2013 winner of the Strathnairn EASS Residency Award Charles Walker (Honours in Glass). Photo by Stuart Hay.

For more information about the Foundations visit philanthropy.anu.edu.au
Major benefactors

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

The following individuals and organisations have supported the University by donating more than $2 million.

The Bill and Melinda Gates Foundation
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The Harold Mitchell Foundation
Estate of Mr John Orde Poynton
Estate of Ms Gwendolyn Beryl John
Estate of Dr Ethel Tory
The Graham & Louise Tuckwell Foundation
The Late Lady Joyce Wilson
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The following individuals and organisations have supported the University by donating between $250,000 and $2 million.

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The Late Emeritus Professor Noel Dunbar
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Dr Alan Finkel AM and Dr Elizabeth Finkel

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2 Major benefactor and 2013 Donors lists includes pledges.
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Bone Health Foundation
Cancer Council ACT
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Asthma Foundation of New South Wales
Australasian Political Studies Association
Australia and Pacific Science Foundation
Australian Communities Foundation
Australian Labour Law Association Inc
Australian Mathematical Sciences Institute
Australian Research Alliance for Children & Youth Ltd
Australian Rotary Health & Research Foundation
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Mr Trevor Punnett

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Mr Anthony Regan

Retina Australia
Anonymous donations

We would also like to thank our donors who have chosen to remain anonymous. Their support of the University and its activities is greatly appreciated by everyone at ANU.
Each individual and organisation listed below supported the Endowment in 2013. Thank you for your support and generosity.

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We thank and remember our generous bequestors.

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Mr Patrick Brennan
Emeritus Professor Bruce Chappell
Emeritus Professor Frank Fenner AC
Emerita Professor Beryl Rawson
Mr Kurt Frederick Shatzman
Ms Myrtle Thomas
Dr Arthur John Yencken OAM
## Income Statement for the period ending 31 December 2013

<table>
<thead>
<tr>
<th>ENDOWMENT FOR EXCELLENCE</th>
<th>31/12/2013</th>
<th>31/12/2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations</td>
<td>11,456</td>
<td>5,588</td>
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<tr>
<td>Investment Income</td>
<td>9,995</td>
<td>9,964</td>
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<tr>
<td>Other Income</td>
<td>3,592</td>
<td>224</td>
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<tr>
<td><strong>Total Operating Income</strong></td>
<td>25,043</td>
<td>15,776</td>
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<tr>
<td><strong>Operating Expenditure</strong></td>
<td></td>
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<tr>
<td>Scholarships &amp; Stipends</td>
<td>2,503</td>
<td>2,072</td>
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<tr>
<td>Chairs and Academic Salaries and Oncosts</td>
<td>2,364</td>
<td>2,393</td>
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<tr>
<td>Non-Academic Salaries and Oncosts</td>
<td>433</td>
<td>384</td>
</tr>
<tr>
<td>Consumables</td>
<td>293</td>
<td>217</td>
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<tr>
<td>Research Conferences &amp; Travel</td>
<td>320</td>
<td>172</td>
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<tr>
<td>Research Projects(1)</td>
<td>1,418</td>
<td>3,259</td>
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<td>Other Expenditure</td>
<td>299</td>
<td>701</td>
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<td><strong>Total Operating Expenditure</strong></td>
<td>7,629</td>
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<td><strong>Endowment for Excellence Operating Surplus/(Deficit)</strong></td>
<td>$17,414</td>
<td>$6,578</td>
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</tbody>
</table>

**NB**

The Alumni Relations & Philanthropy Office operating budget is not part of the Endowment budget and is reported separately in the 2013 ANU Annual Report.
### Australian National University

**Balance Sheet**

As at 31 December 2013

<table>
<thead>
<tr>
<th></th>
<th>31/12/2013</th>
<th>31/12/2012</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>$'000s</td>
<td>$'000s</td>
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<tr>
<td><strong>ENDOWMENT FOR EXCELLENCE</strong></td>
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<tr>
<td><strong>Equity</strong></td>
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<td>Accumulated Funds</td>
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<td>Reserves</td>
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<tr>
<td>Asset Revaluation Reserve</td>
<td>24,726</td>
<td>7,074</td>
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<tr>
<td>Total Reserves</td>
<td>24,726</td>
<td>7,074</td>
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<tr>
<td><strong>Endowment For Excellence Total Equity</strong></td>
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<td>$206,752</td>
</tr>
<tr>
<td><strong>Assets and Liabilities</strong></td>
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</tr>
<tr>
<td><strong>Financial Assets</strong></td>
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<tr>
<td>Cash Balance</td>
<td>38,094</td>
<td>30,412</td>
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<td>Deposits At Call</td>
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<td>2,188</td>
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<tr>
<td>Receivables</td>
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<td>915</td>
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<tr>
<td>Investments - LTIP</td>
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<tr>
<td>Investments - Interest Bearing Securities</td>
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<td>Investments - Direct Share Holdings</td>
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<td>Total Financial Assets</td>
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<td>207,372</td>
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<td><strong>Financial Liabilities</strong></td>
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<td>Creditors</td>
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<td>Provisions</td>
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<td>Total Financial Liabilities</td>
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<tr>
<td><strong>Endowment For Excellence Net Assets</strong></td>
<td>$241,818</td>
<td>$206,752</td>
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</table>
ANU Endowment for Excellence Financial Report Summary by Category as at 31/12/2013

<table>
<thead>
<tr>
<th>Category</th>
<th>2013 Total Funds</th>
<th>2013 Preserved Funds</th>
<th>2012 Total Funds</th>
<th>2012 Preserved Funds</th>
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<td>ANU Excellence &amp; Renewal Program</td>
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<tr>
<td>Inter-institutional Arrangements</td>
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<td>Named Foundations</td>
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<td>Less: Provisions</td>
<td>(667)</td>
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<td></td>
<td>(620)</td>
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<td><strong>TOTAL EQUITY per Balance Sheet</strong></td>
<td><strong>$241,818</strong></td>
<td></td>
<td><strong>$206,752</strong></td>
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## Financial Report summary

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<th>2012 Total Assets² $'000</th>
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<td></td>
</tr>
<tr>
<td>Less: Provisions</td>
<td>(620)</td>
<td>(502)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL EQUITY</td>
<td>206,765</td>
<td>191,512</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Notes

¹ Corpus donations plus indexation at CPI rate on funds preserved in real terms.
² Sum of LTIP, Shares and Cash on Hand.

**NB**

The Alumni Relations & Philanthropy Office operating budget is not part of the Endowment budget and is reported separately in the 2012 ANU Annual Report.

---

### Financial Report summary

**I would like my gift to support**

Please select one:

- ☐ Scholarships to support talented students regardless of background
- ☐ Prizes which recognise academic excellence
- ☐ Research projects to ensure potential is realised
- ☐ Indigenous scholarships to help provide equal education opportunities
- ☐ ANU area of greatest need
- ☐ Academic positions
- ☐ Other: ..................................................

**Please accept my gift to ANU**

☐ $50  ☐ $100  ☐ $500  ☐ $1,000  ☐ $5,000

☐ Other: $ ..............................................

Donations over $2 may be tax deductible.

**I would like to make my donation by**

☐ Cheque/Money order as attached (made payable to: The Australian National University)
- ☐ Cash  ☐ Visa  ☐ Mastercard  ☐ AMEX

Card number .................................................................

Expiry .................................................................

Cardholder name (please print): ..................................................

Cardholder signature: ..................................................

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

**My personal details**

☐ I am an ANU graduate

Title: .................................. First name: ..................................

Preferred name: ...........................................

Family name: ...........................................

Address: .................................................................

Postcode: .................................................................

Telephone (H): (.............)

Telephone (W): (.............)

Email: .................................................................

Mobile: .................................................................

I do not want my/our name to appear in donor recognition lists.

**Please return this form to**

Alumni Relations & Philanthropy
The Australian National University
Canberra ACT 0200 Australia
F +61 2 6125 5568

**Thank you for your support**

For further information:
W philanthropy.anu.edu.au
T +61 2 6125 7814 or +61 2 6125 5691

**Privacy**

ANU is subject to the Privacy ACT 1988 and the University will take steps to ensure the security of your personal information. The University will only use your personal information for the purposes of completing your donation and to keep you informed of the University’s ongoing philanthropic activities. If you would like to verify information held about you, please don’t hesitate to contact us on +61 2 6125 9945. If you have questions in relation to the University’s privacy policy and how the University collects and maintains your personal information, you may view the policy at quicklink.anu.edu.au/privacystatement. If you do not wish for your personal information to be used for future fundraising activities, please tick this box.

Digital image for page 64: 

**ATTACHMENT 23.1**

[Image URL]
24  POWER OF ATTORNEY

PURPOSE  To consider a list of documents signed under Power of Attorney by the Investment Manager between 12 March 2014 and 5 May 2014.

AUTHOR  Investment Manager

SPONSOR  Vice-Chancellor

RECOMMENDATION  That Council note that the Investment Manager, and Acting Investment Manager, exercised the Power of Attorney over the attached transactions between 12 March 2014 and 5 May 2014.

ACTION REQUIRED  For information ☑

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

ATTACHMENT  
24.1 List of transactions over which the Investment Manager exercised Power of Attorney between 12 March 2014 and 5 May 2014 (83/2014)
## POWER OF ATTORNEY 12 MARCH 2014 TO 5 MAY 2014

<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Reference</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1109</td>
<td>12/03/2014</td>
<td>201211749</td>
<td>Change of Name Request re the University's second holding of ANZ Convertible Preference Shares on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1110</td>
<td>12/03/2014</td>
<td>201211748</td>
<td>Reinvestment Plan Application or Variation re the University's shareholding in Paragon Care Limited on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1111</td>
<td>24/03/2014</td>
<td>201211748</td>
<td>Change of Address re the University's second holding of Arrium Limited shares on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1112</td>
<td>24/03/2014</td>
<td>201211748</td>
<td>Consolidation of Holdings re the University's two holdings of Arrium Limited on behalf of the Long Term Investment Pool</td>
</tr>
<tr>
<td>1113</td>
<td>05/05/2014</td>
<td>201211748</td>
<td>Standard Transfer Form re the transfer of 4,777 fully paid ordinary shares in BHP Limited from the Estate of Annie Doris Passmore to the University on behalf of the Endowment Fund</td>
</tr>
<tr>
<td>1114</td>
<td>05/05/2014</td>
<td>201211748</td>
<td>Standard Transfer Form re the transfer of 319 fully paid ordinary shares in Bluescope Steel Limited from the Estate of Annie Doris Passmore to the University on behalf of the Endowment Fund</td>
</tr>
</tbody>
</table>
25 UNIVERSITY SEAL REPORT

PURPOSE To consider uses of the University Seal.

AUTHOR Manager, Vice-Chancellor’s Office

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note that the document to which the University Seal has been affixed since the meeting of Council held on 28 March 2014.

ACTION REQUIRED For discussion ☐ For decision ☐ For information ☑

SUPPORTING MATERIAL

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

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

A list of documents to which the University Seal has been affixed since the meeting of Council held on 28 March 2014 is as follows:

28 March 2014 Deed of Indemnity and Access – Council Member – Professor Stephen Bottomley
26 SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

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

**AUTHOR**
Communications Officer (Special Events)
Office of Research Excellence

**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**
26.1 Report of significant visits and events, grants and consultancies (84/2014)
Significant Events from 5 March – 2 May 2014

MARCH

VIP Event
ANU Scholarly Information Services
Tuesday 4 March 2014
ANU Press 10 year anniversary and celebration of 500 digital publications
The ANU Press celebrated its first decade of existence, the publication of its 500th title and changing its name from ANU E Press to ANU Press.
Host: ANU Press

VIP Visit
ANU College of Asia and the Pacific
Wednesday 5 March 2014
Visit by the Malaysian Ministry of Education
The delegation of five, led by Datuk Dr Madinah Mohamad, Secretary General, Ministry of Education in Malaysia, were briefed on the research, education and outreach activities of ANU and our expertise in Malaysian studies. They were also introduced to leading scholars on the Asia-Pacific region and briefed on the proposal to the Malaysian Government for a ‘Global Malaysian Studies Network’ headquartered at ANU.

VIP Lecture
ANU College of Asia and the Pacific
Wednesday 5 March 2014
Post-war Sri Lanka: The Role of International Justice in Ending Military Oppression and Protecting the Rights of Tamil People
Delivered by Mr M A Sumanthiran MP, Member of the Sri Lankan Parliament
Host: Regulatory institutions Network (RegNet)

VIP Event
National Security College
Wednesday 5 March 2014
Launch of the National Security College’s ‘Strategy and statecraft in cyberspace program’
The Hon Malcolm Turnbull MP, Minister for Communications, launched the research program. In attendance was the Secretary for Communications, Australian Chief Defence Scientist, Deputy Commissioner of the AFP, the Ambassadors of France, Argentine Republic, Germany and European Union, and the High Commissioners for New Zealand, Singapore and Canada.

VIP Event
ANU College of Arts and Social Sciences
Thursday 6 March 2014
Launch of the Living Archive of Aboriginal Languages (LAAL)
Dr Sharman Stone, Member for Murray, launched the LAAL
Host: School of Literature Languages and Linguistics, Research School of Humanities & the Arts

VIP Forum
ANU Crawford School of Public Policy
Friday 7 March 2014
Competition and deregulation public forum
Panel members included:
> Peter Harris AO, Chairman, Productivity Commission
> Professor Fred Hilmer AO, Vice-Chancellor and President, UNSW
> Mr Rod Sims, Chairman, Australia Competition and Consumer Commission (ACCC).
Other attendees included Member for Fraser (ACT) The Hon Dr Andrew Leigh, Dr Ken Henry AC and representatives of Treasury and Minister for Small Business.
Host: Australian National Institute of Public Policy

ANU Community Event
ANU Human Resources
Friday 7 March 2014
International Womens' Day 2014
Guest speakers included:
> Professor Brian Schmidt AC, Nobel Laureate and astrophysicist
> Dr Rowena Ball, ARC Future Fellow, ANU College of Physical and Mathematical Sciences

VIP Visit
Friday 7 March 2014
Visit by Waseda University, Japan
Waseda University discussed the student exchange program at ANU and provided updates on Waseda’s exchange and summer school programs for 2014.
Host: Global Programs and Engagement

Major Event
Annual Pamela Denoon Lecture
Past victories, present challenges: Has feminism failed Australian women?
Tuesday 11 March 2014
Presented by Wendy McCarthy AO (Former Chancellor of The University of Canberra and former Deputy Chair of the ABC).
450 members of the public attended
Host: Pamela Denoon Lecture Committee

Major Conference
ANU College of Asia and the Pacific
Tuesday 11 March – Wednesday 12 March
Asia and the Pacific Policy Society Conference 2014: G20’s policy challenges for Asia and the Pacific
> Dr David Coady, Deputy Division Chief, Expenditure Policy Division, Fiscal Affairs Department, International Monetary Fund
> Dr Michael Carnahan, Chief Economist, Australian Aid, Department of Foreign Affairs
> Dr Shikha Jha, Principal Economist, Economics and Research Department, Asian Development Bank
> Dr John Hewson, former Leader of the Federal Opposition, Australia
Host: ANU Crawford School of Public Policy and Asia and the Pacific Policy Society

VIP Event
ANU College of Medicine, Biology and Environment
Wednesday 12 March 2014
Acknowledgement of the Fenner Building 6 Star ranking for design and build
Mr Simon Corbell MLA, Attorney General, unveiled the certificates from the Green Building Council of Australia.
Host: Fenner School of Environment and Society

VIP Visit
Wednesday 12 March 2014
Hitotsubashi University, Japan
The purpose of the visit was to meet with the Hitotsubashi University delegation to discuss the current exchange partnership and for Hitotsubashi University to introduce their new English study abroad program.
Host area: Global Programs and Engagement

VIP Event
ANU College of Medicine, Biology and Environment
Wednesday 12 March 2014
International Women's Day
Ms Joy Burch MLA, Minister for Women, addressed 40 Year 12 students from schools and colleges across ACT to acknowledge International Women's Day.
Host: The John Curtin School of Medical Research

VIP Visit and Lecture
ANU College of Asia and the Pacific
Tuesday 18 March 2014
ASEAN in 2014
The Secretary General of ASEAN, His Excellency Le Luong Minh, delivered the lecture which was followed by a press conference.

VIP Forum
ANU College of Asia and the Pacific
Wednesday 19 March 2014
How can Mongolia lead on the edge of Asia?
His Excellency Luvsanvandan Bold, Mongolian Foreign Minister, addressed the forum and participated in a roundtable discussion.
Host: East Asia Forum Quarterly

VIP Forum
Wednesday 19 March
Dr Craig Emerson on the ABC and media in Australian Politics
The Hon Dr Craig Emerson spoke to students and residents on the recent conflicts surrounding the ABC news and the Abbott government.
Host: Burton and Garran Hall Student Society

VIP Visit
Office of the Vice-Chancellor
Thursday 20 March 2014
Mr Xu Xiao, Minister Counsellor of the Education Office of the Chinese Embassy, met with the Vice-Chancellor and the Pro Vice-Chancellor (International and Outreach).

VIP Event
ANU Gender Institute
Friday 21 March 2014
Gender Institute 3rd Anniversary
Ms Elizabeth Broderick, Sex Discrimination Commissioner, spoke on the progression of gender equity and the role of male champions of change.

Event
ANU College of Asia and the Pacific
Friday 21 March 2014
Office of Development Effectiveness aid evaluations: Volunteers and aid quality
Speakers included:
> Dereck Rooken-Smith, Assistant Secretary for the Office of Development Effectiveness at the Department of Foreign Affairs
> Jim Adams, Chair of the Independent Evaluation Committee, AusAID
> Robin Davies, Associate Director of the Development Policy Centre
Host: Development Policy Centre at Crawford School of Public Policy

VIP Event
ANU College of Medicine, Biology and Environment
Monday 24 March 2014
Launch of the book – Booderee National Park, The Jewel of Jervis Bay
The Hon Greg Hunt MP, Minister for the Environment, launched the above book
Host: Fenner School of Environment and Society

VIP Visit
Tuesday 25 March 2014
Ritsumeikan University, Japan
The purpose of the visit was to meet with Ritsumeikan University to discuss the possibility of academic cooperation.
Host area: Global Programs and Engagement

VIP Event
ANU Connect Ventures
Thursday 27 March 2014
2014 Innovation Showcase
Ms Katy Gallagher MLA, Chief Minister of ACT, officially opened the ANU Connect Ventures Showcase.

VIP Event
ANU College of Medicine, Biology and Environment
Thursday 27 March 2014
Launch of the book – Fairness and Justice in Environmental Decision Making – Water Under the Bridge
The Hon Cathy McGowan MP, Member for Indi, launched the book.
Host: Fenner School of Environment and Society

Major Event
ANU College of Asia and the Pacific
Thursday 27 March 2014
Robert O’Neill War Studies Lecture and Dinner
Professor Sir Hew Strachan from Oxford University delivered the Robert O’Neill War Studies Lecture.
Host: Strategic & Defence Studies Centre, School of International Political & Strategic Studies
Approximately 300 members of the public attended

ANU Community Event
ANU College of Arts and Social Sciences
Friday 28 March 2014
Vice-Chancellor’s College visiting Artist Fellows Scheme
The Vice-Chancellor opened the first exhibition under the Visiting Artist Fellows Scheme.
Host: ANU School of Art

VIP Visit
Office of the Vice-Chancellor
Monday 31 March 2014
His Excellency Mr Pier Francesco Zazo, Ambassador for Italy, met with the Vice-Chancellor, Deputy Vice-Chancellor (Research), and Pro Vice-Chancellor (International and Outreach) as an introduction and discussion on possible research opportunities.

VIP Visit
Office of the Vice-Chancellor
Monday 31 March 2014
His Excellency Mr Sem Frabrizi, Ambassador and head of the Delegation of the European Union to Australia, met with the Vice-Chancellor and Pro Vice-Chancellor (International and Outreach).

VIP Lecture
ANU College of Asia and the Pacific
Monday 31 March 2014
Crawford School Reflections Lecture 2014 – Don Russell: Reflections on my time in Canberra
Presented by Don Russell, former Secretary, Department of Industry, Innovation, Climate Change, Science and Research
Host: ANU Crawford School of Public Policy

APRIL

VIP Visit
Wednesday 2 April 2014
Ecole Centrale Group, France
Ecole Centrale is a group of leading French engineering and science schools. The delegation visited ANU to discuss a possible exchange agreement and the overall success of Flexible Double Degrees.
Host area: Global Programs and Engagement

VIP Event
ANU College of Business and Economics
Thursday 3 April 2014
ANU College of Business and Economics Prizes and Scholarships Ceremony
37 awards were presented to students of the College – ambassadors and representatives were in attendance. Countries represented included: Republic of China, Singapore, Pakistan, Bangladesh, Socialist Republic of Vietnam, Japan and Italy.

VIP Event
ANU College of Arts and Social Sciences
Thursday 3 April 2014
Chat Exhibition opening
Chat is a continuation and celebration of the cross-cultural artist exchange between the Chiang Mai University (CMU) Faculty of Fine Arts and the ANU School of Art. Mr Vasin Ruangprateepsaeing, Minister for the Embassy of Thailand, attended the event.
Host: ANU School of Art

Event
ANU College of Asia and the Pacific
Friday 4 April 2014
Special presentation of the Asian Development Outlook 2014 Report
Speakers included:
> Dr Joe Zveglich, Asian Develop Bank (ADB) Assistant Chief Economist
> Emma Veve, Principal Economist of ADB’s Pacific Department
Host: Asia and Pacific Policy Studies at Crawford School of Public Policy

VIP Visit
Monday 7 April 2014
Michigan State University
The purpose of the visit from Michigan State University was to visit ANU and Canberra, and to discuss the possibility of an exchange agreement.
Host area: Global Programs and Engagement
VIP Lecture
ANU College of Engineering and Computer Science
Thursday 10 April 2014
Director’s Colloquium to the Research School of Physics and Engineering – The Importance of Science to Australia’s Future
Professor Ian Chubb AC, Australian Chief Scientist, spoke about the importance of science to Australia’s future.
Host: Research School of Physics and Engineering

Book Launch
ANU College of Asia and the Pacific
Thursday 10 April 2014
Book launch of Defence Planning and Uncertainty written by Dr Stephan Frühling
Launched by Mr Dennis Richardson, AO Secretary of Defence
Host: School of International, Political and Strategic Studies

VIP Lecture
ANU College of Medicine, Biology and Environment
Wednesday 16 April 2014
Solar Energy Research: Past, Present and Future
Presented by Dr Greg Wilson of the US National Renewable Energy laboratory
Mr Simon Corbell MLA, ACT Attorney-General, officially opened the lecture.
Host: ANU Climate Change Institute

VIP Event
ANU College of Asia and the Pacific
Tuesday 22 April 2014
Race, religion and royalty in Malaysia
Speakers included Mr Tony Pua, Member of the Malaysian Parliament
Host: Malaysian Interest Group

Major Event
Canberra Times/ANU Meet the author literary event
Thursday 24 April 2014
Australian Notebooks
Presented by Betty Churcher AO
460 members of the public attended

VIP Event
ANU College of Medicine, Biology and Environment
Monday 28 April 2014
Launch of the Centre for Personalised Immunology
Senator Fiona Nash, Assistant Minister for Health, officially launched the Centre
Host: The John Curtin School of Medical Research
MAY

Major Event
The American Institute of Aeronautics and Astronautics – Australia
Thursday 1 May
Inventing the Joint Strike Fighter
Presented by Dr Paul Bevilaqua former Chief Engineer of Lockheed Martin’s Skunk Works
405 members of the public attended
Host: Research School of Astronomy and Astrophysics
Grants and Consultancies
Awarded between 1 March 2014 and 30 April 2014

College of Arts and Social Sciences ................................................................. 2
College of Asia and the Pacific ................................................................. 3
College of Law ................................................................................................. 4
College of Medicine, Biology and Environment ........................................... 5
College of Physical and Mathematical Sciences ........................................... 7

Caveats:
1. The amount shown reflects the funds that were awarded for the entire grant/consultancy, grouped against the primary funds provider.
2. Although many grants/consultancies are collaborative efforts involving more than one area of the ANU, they are reported under the college of the primary department.
3. All amounts reported are in Australian dollars.
4. In a few cases the amount reported is nil. This can be for a variety of reasons, such as the contract is still under negotiation, or that the project is a non-monetary agreement.
## College of Arts and Social Sciences

<table>
<thead>
<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr John Minns</td>
<td>Australia-Mexico Second Track Dialogue 2014</td>
<td>$60,000</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 Foreign Affairs and Trade, AusAID</td>
<td>Ms Govinda Sharma</td>
<td>Australian Leadership Awards Fellowship - Strengthening Nepalese expertise in human rights (Nepal)</td>
<td>$30,592</td>
</tr>
<tr>
<td>Academy of the Social Sciences in Australia</td>
<td>A/Prof Bingqin Li</td>
<td>Local services and facilities and elderly friendly residential neighbourhoods</td>
<td></td>
</tr>
<tr>
<td>University of Calgary</td>
<td>Ms Jennifer Munro</td>
<td>An Indigenous HIV Prevention and Treatment Strategy for Tanah Papua</td>
<td>$18,008</td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Prof Joan Beaumont</td>
<td>DFAT Professional Training, History of Australian Foreign, Trade and Aid Policy</td>
<td>$79,380</td>
</tr>
<tr>
<td>Queensland Government, Department of Agriculture, Fisheries and Forestry</td>
<td>Prof Thomas Kompas</td>
<td>Benefit: Cost Analysis Report on the National four Tropics Weeds Eradication Program</td>
<td>$61,443</td>
</tr>
</tbody>
</table>
### College of Law

<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>Bushfire and Natural Hazards CRC Ltd</td>
<td>Dr Michael Eburn</td>
<td>Policies, institutions and governance of natural hazards.</td>
<td>$311,000</td>
</tr>
<tr>
<td>Nottingham Trent University</td>
<td>Prof Paul Maharg</td>
<td>Consultation on the feasibility of implementing a common entry examination in Hong Kong</td>
<td>$16,510</td>
</tr>
<tr>
<td>Forests Alive Pty Ltd</td>
<td>Mr Andrew Macintosh</td>
<td>Forests Alive - Consulting Services</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

### College of Physical and Mathematical Sciences

<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>Tennant Company</td>
<td>Prof Vincent Craig</td>
<td>Cleaning using nanobubbles</td>
<td>$81,000</td>
</tr>
<tr>
<td>Dept of Industry, Innovation, Climate Change, Science, Research and Tertiary Education (DIICCSRTE)</td>
<td>Mr Peter Young</td>
<td>GHOST</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Organisation (DSTO)</td>
<td>Dr Nicholas Robins</td>
<td>Research Agreement: Precision Atom Interferometry</td>
<td>$200,000</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>Grains Research and Development Corporation (GRDC)</td>
<td>A/Prof Josette Masle</td>
<td>Molecular tools for the modulation of transpiration efficiency in wheat</td>
<td>$840,000</td>
</tr>
<tr>
<td>Heart Foundation</td>
<td>Dr Emily Banks</td>
<td>Identifying and prioritising points for intervention to reduce cardiovascular disease inequalities in Australia</td>
<td></td>
</tr>
<tr>
<td>ACT Department of Territory and Municipal Services Directorate</td>
<td>Dr Annabel Smith</td>
<td>Pink-tailed Worm-lizard habitat restoration</td>
<td>$8,000</td>
</tr>
<tr>
<td>ANU Australian Primary Health Care Research Institute</td>
<td>A/Prof Kirsty Douglas</td>
<td>Integrated care: organisational process, patient-centred outcome or both? Learning from first generation integrated primary health care centres</td>
<td>$148,661</td>
</tr>
<tr>
<td>Riverina Local Land Services</td>
<td>Prof David Lindenmayer</td>
<td>Biodiversity Collaboration in the Riverina Local Land Services Region</td>
<td>$80,000</td>
</tr>
<tr>
<td>Bushfire and Natural Hazards CRC Ltd</td>
<td>Prof Albert Van Dijk</td>
<td>A1: Mapping Bushfire Hazard and Impacts</td>
<td></td>
</tr>
<tr>
<td>Human Frontier Science Program</td>
<td>Dr Steven Eichten</td>
<td>Beyond genes: discovering how the extended genotype of plants facilitates environmental adaptation</td>
<td>$225,900</td>
</tr>
<tr>
<td>National Geographic Society</td>
<td>Prof Robert Heinsohn</td>
<td>A unique non-human model for the evolution of musical tool use: drumming by the palm cockatoo - National Geographic Society</td>
<td>$21,489</td>
</tr>
<tr>
<td>SA Department of Environment and Natural Resources</td>
<td>Prof Robert Heinsohn</td>
<td>Research into the Vegetation, Soils and Birds of the Diamantina (SA) - Channel Country Wetlands</td>
<td>$200,000</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 Education</td>
<td>Prof Valerie Brown</td>
<td>Environmental and Sustainability Learning and Teaching Academic Standards</td>
<td>$6,000</td>
</tr>
<tr>
<td>ACT Department of Environment and Sustainable Development</td>
<td>Prof Stephen Dovers</td>
<td>Assessment of Outreach Program</td>
<td></td>
</tr>
</tbody>
</table>
# Grants and Consultancies Awarded & Recorded in ARIES Summary: 1 March 2014 to 30 April 2014

## Category 1 Research Income: Australian Competitive Grants

<table>
<thead>
<tr>
<th></th>
<th>Total 2013</th>
<th>YTD 2014</th>
<th>1 March 2014 to 30 April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAP</td>
<td>CASS</td>
</tr>
<tr>
<td>Australian Research Council</td>
<td>68,702,256</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>NHMRC</td>
<td>9,357,433</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>9,669,647</td>
<td>198,661</td>
<td>-</td>
</tr>
<tr>
<td><strong>Category 1 Total</strong></td>
<td>87,729,336</td>
<td>198,661</td>
<td>-</td>
</tr>
</tbody>
</table>

## Category 2 Research Income: Other Public Sector Income

<table>
<thead>
<tr>
<th></th>
<th>Total 2013</th>
<th>YTD 2014</th>
<th>1 March 2014 to 30 April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAP</td>
<td>CASS</td>
</tr>
<tr>
<td>Local Government</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State Government</td>
<td>1,195,119</td>
<td>561,943</td>
<td>61,443</td>
</tr>
<tr>
<td>Other Australian Government</td>
<td>39,257,886</td>
<td>1,350,342</td>
<td>60,000</td>
</tr>
<tr>
<td><strong>Category 2 Total</strong></td>
<td>40,453,005</td>
<td>1,912,285</td>
<td>92,035</td>
</tr>
</tbody>
</table>

## Category 3 Research Income: Industry and Other Income

<table>
<thead>
<tr>
<th></th>
<th>Total 2013</th>
<th>YTD 2014</th>
<th>1 March 2014 to 30 April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAP</td>
<td>CASS</td>
</tr>
<tr>
<td>Australian Sources</td>
<td>2,525,981</td>
<td>67,353</td>
<td>-</td>
</tr>
<tr>
<td>International A Sources</td>
<td>1,001,816</td>
<td>225,900</td>
<td>-</td>
</tr>
<tr>
<td>International B Sources</td>
<td>15,654,205</td>
<td>206,899</td>
<td>-</td>
</tr>
<tr>
<td><strong>Category 3 Total</strong></td>
<td>19,182,002</td>
<td>500,152</td>
<td>-</td>
</tr>
</tbody>
</table>

## Category 4 Research Income: Cooperative Research Centres

<table>
<thead>
<tr>
<th></th>
<th>Total 2013</th>
<th>YTD 2014</th>
<th>1 March 2014 to 30 April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAP</td>
<td>CASS</td>
</tr>
<tr>
<td><strong>Category 4 Total</strong></td>
<td>2,234,700</td>
<td>311,000</td>
<td>-</td>
</tr>
</tbody>
</table>

## HERDC Ineligible

<table>
<thead>
<tr>
<th></th>
<th>Total 2013</th>
<th>YTD 2014</th>
<th>1 March 2014 to 30 April 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>CAP</td>
<td>CASS</td>
</tr>
<tr>
<td>ARC Linkage Infrastructure, Equipment &amp; Facilities</td>
<td>5,935,095</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Funds</td>
<td>17,889,461</td>
<td>254,082</td>
<td>97,388</td>
</tr>
<tr>
<td><strong>HERDC ineligible Total</strong></td>
<td>23,824,556</td>
<td>254,082</td>
<td>97,388</td>
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</tbody>
</table>

*Data extracted from ARIES on 01/05/2014*
27 ANU ENTERPRISE PTY LIMITED UPDATE REPORT TO 31 MARCH 2014

PURPOSE
To note a report from the Chair and Chief Executive Officer of ANUE Pty Limited summarising the financial position as at 31 March 2014 and associated significant matters.

AUTHOR
Chair, ANU Enterprise Pty Limited

SPONSOR
Chair, Finance Committee

RECOMMENDATION
That Council note the update report (530/2014).

ACTION REQUIRED
For discussion □ For decision □ For information ✓

BACKGROUND
Financial highlights for the first quarter are identified in that attached report as:

- Revenue growth for ANUE, as compared to 2013, of 7%.
- A return on non-property assets of -1.6% has been achieved. The yearly target is 6%. This represents a significant improvement on the same time last year March 31 2013 (-12%).
- Operating Loss of $135,632. Budget for the same period was a Profit of $8,681. The consolidated result is an improvement compared to the same time last year (2012) - loss of $796,279. The shortfall against budget is attributable to the non-attainment of budgeted revenue in the ANUedge (Consulting) business division. Plans have been formulated to manage the cost base of the operation should budgeted revenues not be achieved by the end of Q2.
- It is currently forecast that the consolidated operating profit for the 2014 year will be as budgeted: $1.3m. The forecast result does not include profit attributable to the deferred payment of $1m, due as a result of the sale of ANU College. Also excluded is the profit on sale of our shareholding in Lithicon AS (formerly Digitalcore Pty Ltd).
- Balance Sheet remains solid with positive Net Equity represented by Total Assets at $24.6m and Net Assets at $22.9m.
- Forward pipeline of new business opportunities and prospects for all ANUedge and ASI are strengthening with tenders in excess of $10m submitted by ANUedge awaiting decision.
- Forward short term and long term cash flow projections reflect the strengthening revenues (from ASI) whereby cash balances are improving. Our closing cash position at month end was $8.9m. Of this balance however, it is important to note that only $1.9m approx. is free and available as funds without needing to support a current or future commitment.

ATTACHMENT
27.1 ANUE Update Report as at 31 March 2014 (530/2014).
Finance Committee Update Report to 31/3/14

MAY 2014
REPORT TO ANU COUNCIL VIA ANU FINANCE COMMITTEE - THREE MONTHS ENDED 31 MARCH 2014

STRATEGIC PLAN

The ANUE 2014 – 2016 strategic plan has previously been shared with the Finance Committee. A short presentation on this plan will be provided at the meeting. The final plan is included as attachment 1. The plan is based on five key stretch objectives, related to growing the knowledge transfer activity of ANUedge; enhancing our engagement with ANU; getting better at what we do; continuing to turn ASI around; and integrating new opportunities.

VISION INTO ACTION UPDATE

The ANUE 2014 Vision Into Action (VIA) plan accepted by the Board at the December 2013 Board meeting is included in figure 1 on the next page for your information. This is a top-level communication tool to demonstrate the operational plan for 2014, based on the objectives and KPIs of the overall 2014 – 2016 strategic plan.

ANUE continues on the whole to track well on delivery of our five Key Objectives. Major highlights for the first quarter are:

- **Growth of ANUedge**
  - Myanmar represents significant opportunity for both ANU and ANUE. We have set up an ANU Myanmar Community of Practice to develop opportunities. Commencement of the DFAT funded GPfD project with the University of Yangon in Myanmar will provide a wedge for entry into Myanmar more broadly
  - Discussions with the acting Dean of CAP are leading to the development of collaborative planning for support of their external engagement, and funds have been offered by CAP to support business development in Myanmar
  - Executive education expert employed; business development and ANU engagement initiated
  - January and February revenue and profit targets were exceeded. March and April numbers are behind budget. Significant effort is being placed on business development to turn this around
  - A recent business development trip focussing on PNG extractive industries has led to Bougainville Copper Limited (a subsidiary of Rio Tinto) approaching ANUedge to provide a team of Social Impact experts, as well as the use of roadmapping services to collaboratively resolve complexity in the region. This is as a result of good publicity regarding our successful projects with ExxonMobil
Vision Into Action 2014 - ANU Enterprise

Vision
Connecting the expertise and outputs of ANU and its networks with the world insightfully and strategically, to deliver commercial opportunities into ANU, ANUE, and for our clients.

Mission
To become ANU's preferred pathway for developing and maintaining commercial connectivity into and out of ANU.

Objectives
- Growth of ANUedge
  - Increase consulting, contract research, and professional and executive education.
- Growth of ANUedge
  - Increase consulting, contract research, and professional and executive education.
- Earn the Right
  - ANU preferred provider of strong & enduring external engagement opportunities.
- Capability and Capacity
  - Supply & apply capability & capacity to ensure excellence in delivery.
- Sustainable & Profitable ASI
  - ASI developing sustainable growth and independence.
- New Opportunities
  - Develop processes to assess new opportunities and build relationships.

Actions
- Develop strong project management systems.
- Improve quality management practices & systems.
- Establish marketing & business development capability.
- Implement client relationship management system.
- Assess connectivity services & learn from experience.
- Collaborate with external service providers.
- Conduct annual staff satisfaction survey.
- Support ASI to separate operationally from ANUE in order to operate independently.
- Develop ASI's delivery of its 2014 operational plan for sustainable growth.
- Deliver of current orders.
- Acquisition of new products.
- Investment in marketing & R&D.
- Improving support for staff.
- Support ASI in its capital raising efforts.
- Plan a strategic plan for ASI.
- An alternative strategy for ASI in case capital raising prove unsuccessful.

KPIs
- Annual revenue of $12.1M.
- EBIT 30% for new business.
- New clients / schools / Centres completed.
- B2B new clients attracted to ongoing enrolment.
- Business plans for expansion of productised service offerings developed.
- New service offerings delivering 10% of revenue.
- Charter updated, & SLA agreed.
- ANUedge contributes 5% of HECEC Category 3 & S research revenue for ANU.
- ANU & ANUedge leadership activities involved in 52-day rule policy.
- ANUedge actively involved in ANU's external engagement networks.
- New business model for engagement with ANU academics, Colleges & Schools.
- Professional project & quality management standards in use.
- Marketing & business development capability in use.
- Customer relationship management tool applied.
- Client rating of insightful connectivity services 85/100.
- ANU expertise development developed & in use.
- Staff satisfaction ratings increase by 10% on 2012 results.
- ASI operationally separate from ANUE by mid-2014.
- €20 million in new business opportunity identified, development on track.
- 5 new staff implementations implemented & staff rewarded.

Values
- Excellence
- Relationships
- Commercial
- Quality
- Integrity
- Our People
Earn the Right
- ANUE continues to be involved in policy and procedure review of the ANU 52-day rule and common pricing models for consulting and research
- A conceptual model has been developed to outline the ANUedge model for engagement with ANU expertise and external clients. This includes: a Solution Market where clients with defined challenges are connected with appropriate expertise; a Discovery platform where clients are connected with a range of experts to develop foresight/strategic plans, which then lead to collaborative projects; and Service Development, where academic research outcomes are developed into scalable commercial services
- Following our successful delivery of strategic roadmapping for Lockheed Martin, ANUedge staff are working with ANU Tech Transfer Office (TTO) staff on broader Lockheed Martin opportunities

Capability and Capacity
- ANUedge is trialling a Sales and Project Management system; SmartSheet is an online collaborative tool which provides flexible reporting as well as a large number of free templates
- Updating of policies and procedures is almost complete. These will be shared with staff and a continuous improvement process implemented, giving staff the opportunity to input ideas for improvement
- A PR agency has been approached and discussions begun; two companies have been approached regarding the ANUE/ANUedge branding issue; whilst marketing expertise has been identified as needed within ANUedge, we will look to hire through short term contract in the short term

Sustainable and Profitable ASI
- ASI has engaged external consultants to improve HR and Finance systems and processes as part of separating operationally from ANUE
- ASI is on track regarding delivery of current orders
- Draft long form agreements have been developed for the acquisition of the Resolution product line
- Product development plans for current and new products have been developed
- Discussions have been held with ANSTO regarding possible collaboration pathways that could see ASI manufacture and distribute new products

New Opportunities
- Staff ideas have been implemented and rewarded in Quarterly Review sessions
- The LI-COR opportunity is moving to the next stage of growth – ANUE and ANU will now also be delivering a small spare parts service under contract with LI-COR. Discussion has begun regarding expanding this even further: LI-COR are keen to broaden the service beyond the environmental instrumentation, to include education, with the possibility of also contracting ANUE for sales and marketing of their instruments. This could transition to ASI if the opportunity is sufficient in scale, and discussion regarding this opportunity has begun
- Purchase of The SRC is progressing rapidly (see section on SRC update)
Performance Measures

The table below reports on attainment of each of the KPIs associated with the five key objectives in the ANUE VIA.

<table>
<thead>
<tr>
<th>GROWTH OF ANUedge</th>
<th>EARN THE RIGHT</th>
<th>CAPABILITY AND CAPACITY</th>
<th>SUSTAINABLE &amp; PROFITABLE</th>
<th>NEW OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI</td>
<td>PK</td>
<td>KPI</td>
<td>PK</td>
<td>PK</td>
</tr>
<tr>
<td>Annual revenue of $12.7M</td>
<td></td>
<td>ANUedge contributes SIM-HELP Category 2 &amp; 3 research revenue for ANU</td>
<td>ANU edge operationally separated from ANU by mid 2015</td>
<td>Adjust assessment process developed</td>
</tr>
<tr>
<td>GP 80% for mature business</td>
<td></td>
<td>ANU edge leadership actively involved in 52-day rule policy assessment</td>
<td>Marketing &amp; business development capability in use</td>
<td>1 new business opportunity integrated, dependent on board approval</td>
</tr>
<tr>
<td>Net promoter score of &gt;7/10</td>
<td></td>
<td>ANU edge actively involved in ANU edge external engagement networks</td>
<td>Customer relationship management tool applied</td>
<td>&gt; 5 staff ideas implemented &amp; staff rewarded</td>
</tr>
<tr>
<td>Strategic external engagement plans for 2 Colleges/Schools/Centres completed</td>
<td></td>
<td>New business model for engagement with ANU academics, Colleges &amp; Schools developed</td>
<td>Client rating of insightful connectivity services 16/10</td>
<td>Channel partnering review</td>
</tr>
<tr>
<td>&gt;7 new clients attracted in ongoing relationship</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business plans for expansion of produced service offerings developed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New service offerings delivering 10% of revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Charter updated, S.U.A agreed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes/Achievements

Performance Key (PK) Indicator

- Achieved
- Commenced and on track
- Not yet commenced
- Not achieved
SUMMARY OF FINANCIAL PERFORMANCE

The consolidated Financial Performance of ANU Enterprise Pty Limited together with the Key Financial Performance Indicators for the three months ended 31 March 2014 are detailed in Attachment 1.

Financial highlights are;

- Revenue growth for ANUE, as compared to 2013, of 7%

- A return on non-property assets of -1.6% has been achieved. The yearly target is 6%. This represents a significant improvement on the same time last year March 31 2013(-12%).

- Operating Loss of $135,632. Budget for the same period was a Profit of $8,681. The consolidated result is an improvement compared to the same time last year (2012)- loss of $796,279. The shortfall against budget is attributable to the non attainment of budgeted revenue in the ANUedge (Consulting) business division. Plans have been formulated to manage the cost base of the operation should budgeted revenues not be achieved by the end of Q2.

- It is currently forecast that the consolidated operating profit for the 2014 year will be as budgeted: $1.3m. The forecast result does not include profit attributable to the deferred payment of $1m, due as a result of the sale of ANU College. Also excluded is the profit on sale of our shareholding in Lithicon AS (formerly Digitalcore Pty Ltd).

- Balance Sheet remains solid with positive Net Equity represented by Total Assets at $24.6m and Net Assets at $22.9m.

- Forward pipeline of new business opportunities and prospects for all ANUedge and ASI are strengthening with tenders in excess of $10m submitted by ANUedge awaiting decision.

- Forward short term and long term cash flow projections reflect the strengthening revenues (from ASI) whereby cash balances are improving. Our closing cash position at month end was $8.9m. Of this balance however, it is important to note that only $1.9m approx. is free and available as funds without needing to support a current or future commitment.
Table 1

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Net Profit/(Loss)</em>&lt;br&gt;b4 Tax</td>
<td>(136)</td>
<td>1,325</td>
<td>3,220&lt;sup&gt;^&lt;/sup&gt;</td>
<td>356</td>
<td>(1,454)</td>
<td>238</td>
<td>1,178</td>
</tr>
<tr>
<td><em>Net Assets</em></td>
<td>22,900</td>
<td>24,000</td>
<td>22,769</td>
<td>16,277</td>
<td>15,345</td>
<td>17,247</td>
<td>19,111</td>
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<tr>
<td><em>ANU Investment</em></td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
<td>7,200</td>
</tr>
<tr>
<td><em>Royalty Fee Paid</em>&lt;br&gt;<em>&lt;br&gt;&lt;sup&gt;</em>&lt;/sup&gt;</td>
<td>0</td>
<td>600</td>
<td>812</td>
<td>494</td>
<td>800</td>
<td>674</td>
<td>647</td>
</tr>
<tr>
<td><em>Borrowings</em></td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<sup>*</sup> Includes royalty fee paid to RSES for SHRIMP deliveries

<sup>^</sup> Includes profit on sale of ANU College of $1.6m

Mick Cardew-Hall
Chairman

Sarah Pearson
Chief Executive Officer

01 May 2014

Attachments

1. Consolidated Financial Performance of ANU Enterprise Pty Limited for the three months ended 31 March 2014
<table>
<thead>
<tr>
<th>Description</th>
<th>Edge</th>
<th>ASI</th>
<th>Corporate</th>
<th>Consolidated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Project Revenue (excl. prepaid student fees)</td>
<td>6,300,844</td>
<td>969,679</td>
<td>384,181</td>
<td>7,654,705</td>
</tr>
<tr>
<td>Revenue generating Profit</td>
<td>6,300,844</td>
<td>969,679</td>
<td>384,181</td>
<td>7,654,705</td>
</tr>
<tr>
<td>Revenue from Reimbursables</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Less: Direct Project Costs</td>
<td>6,060,045</td>
<td>823,566</td>
<td>384,181</td>
<td>7,267,791</td>
</tr>
<tr>
<td>Surplus from Project Activities</td>
<td>240,799</td>
<td>146,114</td>
<td>0</td>
<td>386,913</td>
</tr>
<tr>
<td>Add: Other Revenue</td>
<td>0</td>
<td>10,927</td>
<td>384,181</td>
<td>395,108</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>240,799</td>
<td>157,041</td>
<td>384,181</td>
<td>782,022</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>396,637</td>
<td>13,739</td>
<td>507,277</td>
<td>917,653</td>
</tr>
<tr>
<td>Contribution B4 Corporate o/heads</td>
<td>-155,837</td>
<td>143,302</td>
<td>-123,096</td>
<td>-135,632</td>
</tr>
<tr>
<td>Corporate o/heads Allocation</td>
<td>173,992</td>
<td>0</td>
<td>-173,992</td>
<td>0</td>
</tr>
<tr>
<td>Net Profit/(Loss) B4 Tax - Actual</td>
<td>(329,829)</td>
<td>143,302</td>
<td>50,896</td>
<td>(135,632)</td>
</tr>
<tr>
<td>Net Profit/(Loss) B4 Tax - Budget</td>
<td>(114,999)</td>
<td>112,488</td>
<td>11,192</td>
<td>8,681</td>
</tr>
</tbody>
</table>
28 BRU HOLDINGS PTY LIMITED AND SA2 HOLDINGS PTY LIMITED QUARTERLY UPDATE TO 31 MARCH 2014

PURPOSE
To note the quarterly summary financial update from BRU Holdings Pty Limited (Davey Lodge) and SA2 Holdings Pty Limited (Kinloch Lodge) to 31 March 2014.

AUTHOR
Chief Financial Officer

SPONSOR
Chief, Financial Officer

RECOMMENDATION
That Council note the quarterly summary financial update from BRU Holdings Pty Limited (Davey Lodge) and SA2 Holdings Pty Limited (Kinloch Lodge) to 31 March 2014 (531/2014) and (532/2014).

ACTION REQUIRED
For discussion ☐  For decision ☐  For information ☑

BACKGROUND
Council will note that UniLodge manages the student accommodation properties operated by BRU Holdings Pty Limited (Davey Lodge) and SA2 Holdings Pty Limited (Kinloch Lodge). The accompanying papers (531/2014 and 532/2014), that have been extracted from the full quarterly reports compiled by UniLodge, provide the University with information relating to the operations of these Lodges for the period January to March 2013.

Key points to be noted:
• Income - Occupancy levels are in line with budgeted levels with occupancy levels of circa 96%.
• From a financial reporting perspective both entities are performing in line with budget at this time with BRU’s EBITD being $12,789 (1.25%) behind budget whilst SA2’s EBITD is $76,644 (6.3%) behind budget which is largely attributable to actual expenditure in excess of budget for Other Operating Expenses ($40,094) and Non Recoverable GST ($20,081).

ATTACHMENT
28.1 BRU Holdings Pty Limited and SA2 Holdings Pty Limited quarterly summary financial update to 31 March 2014 (531/2014) and (532/2014).
# Davey Lodge – (BRU Projects)
## Corporate Profit & Loss

<table>
<thead>
<tr>
<th>Description</th>
<th>Mar QTR</th>
<th>Mar BUD</th>
<th>Variance</th>
<th>YTD ACT</th>
<th>YTD BUD</th>
<th>Variance</th>
<th>Forecast</th>
<th>FY Budget</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Room Occupancy (%)</td>
<td>93.02%</td>
<td>92.00%</td>
<td>1.02%</td>
<td>93.02%</td>
<td>92.00%</td>
<td>1.02%</td>
<td>97.80%</td>
<td>97.54%</td>
<td>0.26%</td>
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<tr>
<td>CORPORATE PROFIT AND LOSS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Accommodation</td>
<td>1,652,265</td>
<td>1,643,109</td>
<td>9.156</td>
<td>1,652,265</td>
<td>1,643,109</td>
<td>9.156</td>
<td>6,888,536</td>
<td>6,879,380</td>
<td>9,156</td>
</tr>
<tr>
<td>Recharge</td>
<td>126,549</td>
<td>130,448</td>
<td>(3.899)</td>
<td>126,549</td>
<td>130,448</td>
<td>(3.899)</td>
<td>494,483</td>
<td>496,382</td>
<td>(3.899)</td>
</tr>
<tr>
<td>Communication</td>
<td>40,447</td>
<td>43,082</td>
<td>(2.635)</td>
<td>40,447</td>
<td>43,082</td>
<td>(2.635)</td>
<td>179,981</td>
<td>182,616</td>
<td>(2.635)</td>
</tr>
<tr>
<td>Other</td>
<td>44,200</td>
<td>45,591</td>
<td>(2.631)</td>
<td>44,200</td>
<td>45,591</td>
<td>(2.631)</td>
<td>181,883</td>
<td>183,184</td>
<td>(2.631)</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>1,863,461</td>
<td>1,862,140</td>
<td>1.321</td>
<td>1,863,461</td>
<td>1,862,140</td>
<td>1.321</td>
<td>7,744,883</td>
<td>7,743,562</td>
<td>1.321</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Accommodation</td>
<td>304,634</td>
<td>308,726</td>
<td>(4.092)</td>
<td>304,634</td>
<td>308,726</td>
<td>(4.092)</td>
<td>969,331</td>
<td>973,422</td>
<td>(4.092)</td>
</tr>
<tr>
<td>Recharge</td>
<td>120,766</td>
<td>154,967</td>
<td>(34.201)</td>
<td>120,766</td>
<td>154,967</td>
<td>(34.201)</td>
<td>562,257</td>
<td>596,458</td>
<td>(34.201)</td>
</tr>
<tr>
<td>Communication</td>
<td>30,332</td>
<td>26,902</td>
<td>3.530</td>
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<td>336,771</td>
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<td>(99,150)</td>
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## ASSETS

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## LIABILITIES

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### Kinloch Lodge – (SA2 Projects)

#### Corporate Profit & Loss

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<th>Variance</th>
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<th>YTD BUD</th>
<th>Variance</th>
<th>Forecast</th>
<th>FY Budget</th>
<th>Variance</th>
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<td>1,798,978</td>
<td>1,800,496</td>
<td>(1,518)</td>
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<td>7,878</td>
<td>133,971</td>
<td>126,093</td>
<td>7,878</td>
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<td>45,068</td>
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<td>45,383</td>
<td>45,068</td>
<td>315</td>
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<td>(8,206)</td>
<td>100,150</td>
<td>108,355</td>
<td>(8,206)</td>
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<td>2,080,012</td>
<td>(1,530)</td>
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| Operating Expenses |         |         |          |         |         |          |          |           |          |
| Student Accommodation | 291,311  | 293,562 | (2,251)  | 291,311 | 293,562 | (2,251)  |          |           |          |
| Recharge            | 101,835 | 111,285 | (9,450)  | 101,835 | 111,285 | (9,450)  |          |           |          |
| Communication       | 49,179  | 45,297  | 3,882    | 49,179 | 45,297  | 3,882    |          |           |          |
| Other               | 49,220  | 9,126   | 40,094   | 49,220 | 9,126   | 40,094   |          |           |          |
| Total Expenses      | 491,545 | 459,270 | 32,275   | 491,545 | 459,270 | 32,275   |          |           |          |

| Non Operating Expenses |         |         |          |         |         |          |          |           |          |
| Non Recoverable GST   | 61,251  | 41,170  | 20,081   | 61,251 | 41,170  | 20,081   |          |           |          |
| Corporate Management  | 4,025   | 5,000   | (975)    | 4,025  | 5,000   | (975)    |          |           |          |
| Incentive Payment     | 22,580  | 28,749  | (6,169)  | 22,580 | 28,749  | (6,169)  |          |           |          |
| Insurance             | 25,072  | 24,600  | 472      | 25,072 | 24,600  | 472      |          |           |          |
| Legal fees            | -       | 2,001   | (2,001)  | -      | 2,001   | (2,001)  |          |           |          |
| Accounting Fees       | 9,750   | 7,749   | 2,001    | 9,750  | 7,749   | 2,001    |          |           |          |
| Commissions Paid      | -       | -       | -        | -      | -       | -        |          |           |          |
| Municipal Service Charges | 3,124  | 2,937   | 187      | 3,124  | 2,937   | 187      |          |           |          |
| Bad Debts Expense     | (0)     | -       | (0)      | (0)    | (0)     | (0)      |          |           |          |
| Prior Period Adjustment | 12,367  | 12,367  | -        | 12,367 | 12,367  | -        |          |           |          |
| Total Non Operating Expenses | 138,168 | 112,206 | 25,962   | 138,168 | 112,206 | 25,962   |          |           |          |

| Building Maintenance Expenses |         |         |          |         |         |          |          |           |          |
| FF&E Reserve            | 79,133  | 83,668  | (4,535)  | 79,133 | 83,668  | (4,535)  |          |           |          |
| Building Reserve        | 59,350  | 46,447  | 12,903   | 59,350 | 46,447  | 12,903   |          |           |          |
| Total Operating Expenses | 939,581 | 864,467 | 75,114   | 939,581 | 864,467 | 75,114   |          |           |          |

| Earnings Before Interest, Depreciation & Tax |         |         |          |         |         |          |          |           |          |
| Add: Interest Received | 18,068  | 22,500  | (4,432)  | 18,068 | 22,500  | (4,432)  |          |           |          |
| Less; SWAP Gain/Loss   | -       | -       | -        | -      | -       | -        |          |           |          |
| Less; SWAP Interest Payment | 361,153 | 361,153 | 0        | 361,153 | 361,153 | 0        |          |           |          |
| Interest Expenses      | 507,848 | 871,914 | (364,066)| 507,848 | 871,914 | (364,066)|          |           |          |
| Shareholder Interest Payment | 693,143 | 693,143 | -        | 693,143 | 693,143 | -        |          |           |          |
| Depreciation           | 441,560 | 446,016 | (4,456)  | 441,560 | 446,016 | (4,456)  |          |           |          |
| Net Profit / (Loss)    | (846,735) | (79,884) | (766,851)| (846,735) | (79,884) | (766,851)|          |           |          |
## Balance Sheet As At March 2014

### ASSETS

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### LIABILITIES

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable</td>
<td>854,726</td>
</tr>
<tr>
<td>Trade Creditors</td>
<td>200,319</td>
</tr>
<tr>
<td>Other Creditors and Accruals</td>
<td>618,998</td>
</tr>
<tr>
<td>Rental Bond Held</td>
<td>35,409</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td></td>
</tr>
<tr>
<td>Advances Received</td>
<td>713,440</td>
</tr>
<tr>
<td>Security Deposits-Apartments</td>
<td>448,687</td>
</tr>
<tr>
<td>Unidentified Deposit</td>
<td>14,359</td>
</tr>
<tr>
<td>Prepaid Rents</td>
<td>250,394</td>
</tr>
<tr>
<td>RBS Construction Facility</td>
<td>55,969,754</td>
</tr>
<tr>
<td>Deferred Income Tax Liability</td>
<td>1,265,283</td>
</tr>
<tr>
<td>FF&amp;E Reserve</td>
<td>1,503,375</td>
</tr>
<tr>
<td>Building Reserve</td>
<td>507,681</td>
</tr>
<tr>
<td>Loan from shareholder - ANU</td>
<td>13,928,928</td>
</tr>
<tr>
<td>Total Other Liabilities</td>
<td>73,175,023</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td>74,743,188.87</td>
</tr>
<tr>
<td>Net Assets</td>
<td>(19,092,785)</td>
</tr>
</tbody>
</table>

### Owners Equity

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital</td>
<td>301</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>(18,246,351)</td>
</tr>
<tr>
<td>Current Year Profit</td>
<td>(846,735)</td>
</tr>
<tr>
<td>Owners Equity</td>
<td>(19,092,785)</td>
</tr>
</tbody>
</table>
PART 6 – OTHER BUSINESS

* 29 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 ☐
* 30 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 ☐
31 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 25 July 2014.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑