COUNCIL MINUTES

The 423rd meeting of the Council was held at 8.30am on Friday, 5 December 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 Robin Hughes AO  
Dr Doug McTaggart  
Mr David Miles AM  
Mr Graeme Samuel AC  
Professor Suzanne Cory AC  
Professor Patrick Dodson  
Ms Naomi Flutter  
Professor Matthew Colless  
Professor Tim Senden  
Dr Karen Hussey  
Mr Matthew King  
Mr Ben Niles, PARSA  
Mr Ben Gill, ANUSA

Apologies:
Professor Nick Glasgow, Chair, Academic Board

ANU Executive and Senior Management:
Deputy Vice-Chancellor (Research) – Professor Margaret Harding  
Pro-Vice Chancellor (Research and Research Training) – Professor Jenny Corbett  
Pro-Vice Chancellor (Student Experience) – Professor Richard Baker  
Executive Director, Administration and Planning – Mr Chris Grange  
Alastair Sinton, Chief Finance Officer

Chancelry staff:  
Director, Corporate Governance and Risk Office - Kate Molloy  
Governance Officer, Corporate Governance and Risk Office – Leslie McDonald  
Manager, Corporate Governance and Policy – Andrew Heath

Observers (for Council agenda item 7, Strategic Review of ANU by 2020 – Vice-Chancellor’s update):  
Ms Tracey McNicholl, Assistant Director, Planning and Performance Measurement Division  
Ms Sarah Withers, Manager, Corporate Planning, Planning and Performance Measurement Division.

PART 1: PROCEDURAL ITEMS

1. ANNOUNCEMENTS

The Chancellor welcomed to the 423rd meeting of Council new member, Professor Matthew Colless, who takes up his position on Council following the election by Deans and Heads of Research Schools in September and Mr. Ben Gill who joins Council as the ANUSA President.

Council was advised that today’s meeting would adjourn from 10:00-11:45 am in order that members might attend the launch at Black Mountain of the National Agricultural and Environmental Sciences Precinct – a CSIRO and ANU collaboration – at which the Chancellor and Vice-Chancellor would join Mr. Simon McKeon, CSIRO Board Chair, in the unveiling of the plaques by Industry Minister, the Hon. Ian Macfarlane MP.
Members further noted that Council meeting would resume at 11:45am.

2. LEAVE OF ABSENCE

No leave of absence was granted for the meeting.

3. DISCLOSURE OF MATERIAL PERSONAL INTEREST

Dr. Doug McTaggart advised Council members that he had been appointed as Chairman, QIMR Berghofer, a large independent and 70 year old medical research institute in Brisbane; and as a member of the Prime Minister’s Expert Advisory Panel on the White Paper on the Reform of the Federation.

Mr. Graeme Samuel informed Council that he has been appointed to lead the review of Australia’s independent medical research institutes and asked Council to note his appointment.

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

4. ARRANGEMENT OF AGENDA

Council agreed that Agenda item 9, ANU Investment Management Model (Domestic Equities), regarding Divestment, and Agenda item 32 ANU Legal Counsel Advice – Divestment - would be taken in conjunction with the Vice-Chancellor’s report, Item 6.

No additional agenda items were starred.

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 3 October 2014 (126/2014).

PART 2: KEY BUSINESS ITEMS

6. VICE-CHANCELLOR’S REPORT

The Vice-Chancellor introduced his report, addressing the following issues:

6.1 Divestment

Council noted that following the October Council decision to divest from seven resources companies there had been extensive media reporting, some negative, with The Australian Financial Review (AFR) running 53 stories (including 12 front page stories) totalling 30,000 words over a three-week period. On the other hand, the University had received more than 7,000 emails (97% supportive), including petition-based emails, supporting the divestment decision signed by over 10,000 people. Responses from staff, students and alumni were overwhelmingly supportive. The University has provided responses to all emails and letters received.

Council noted that the Vice-Chancellor met with Michael Stutchbury, Editor-in-chief AFR, representatives of the Minerals Council and Mr. David Knox, CEO, Santos. At the request of Liberal Democrat Senator David Leyonhjelm, the Vice-Chancellor also appeared before the Hearings of Senate Estimates Committee to respond to a range of questions. ****

Council further considered the divestment issue under Agenda Items 9 and 32.

6.2 Higher Education Reforms

Council noted that the Higher Education Reform (deregulation) legislation, introduced to the Senate during the November sitting, was defeated and that the Minister subsequently introduced a new Bill in the House of Representatives. The Bill has now been held over until
the 2015 Autumn Sitting of Parliament. A number of concessions feature in the new Bill. Amongst them are:

- Student loans debt will continue to be CPI adjusted
- A transition fund will be established, as a buffer, to facilitate a smooth rollout of fee deregulation
- An additional scholarship scheme will be established to support low socio-economic, regional and rural students

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Amongst items still on the government’s agenda are the following:

- Maintenance of a National Collaborative Research Infrastructure Scheme and the Future Fellows Scheme

6.3 ARC Grants
Council noted the report on ARC grants and the university’s performance in securing Discovery Projects (DP), Discover Indigenous (DI) and Discovery Early Career Researcher Awards (DECRA) grants. Overall, ANU won approximately $35 million across these schemes.

6.4 Student Applications
As reported at the October meeting of Council, student applications for 2015 remain strong. Applications for domestic undergraduate students are up 10% on the same time last year. Total applications exceed last year and ANU is one of only two universities in NSW/ACT with an increase in domestic applications. In relation to International acceptances, as anticipated, these are tailing down slightly, but are holding at 20% to 30% up when compared with figures for the February 2013 period. ****

6.5 ANU Telephone Appeal
Alumni Relations & Philanthropy (AR&P) has commenced the first ANU Telephone Appeal, being conducted by students employed part-time over a six-week period, from 3 November to 13 December 2014. The program aims to engage with a broad cross-section of the University’s domestic alumni community, encouraging them to stay connected with ANU.

Annual Giving forms the cornerstone of a long-term, integrated and successful fundraising strategy, and studies at universities across the globe show that an institution’s philanthropic success is directly linked to a robust Annual Giving strategy. It was noted that ANU is one of the few top universities in the world not to have mounted such a campaign.

Alumni are contacted prior to calling and given the opportunity to exclude themselves from the Telephone Appeal to ensure that no cold-calls are made. Importantly, all calls are made by students who have been trained extensively. Although fund raising is an element of the appeal, connecting alumni with current students and the University is the main objective.

In addition, the Appeal wishes to engage Council members to seek their support, and, to this end, members may anticipate a call preceded by an email from Dr. Colin Taylor, Director, Alumni Relations and Philanthropy, to invite their involvement over the coming week.

6.6 Student Forums
Council noted that the Vice-Chancellor has conducted a series of 10 student round-tables with groups of students to discuss with them what attracted them to ANU and what they value in their education. This has proved to be valuable information in developing the next strategic plan to 2025. The elements students see as most important in their education are:

- The small size of the University
- The campus environment
- The residential experience
- Research as part of their degree
- Flexible degree structures
- Functioning IT
6.7 Director, National Security College  Rory Medcalf, who is presently Director, International Security Program at the Lowy Institute for International Policy has been appointed the new Director of the National Security College. He will follow Michael L'Estrange who was the inaugural Director. Medcalf is highly regarded in both academic and public service circles.

6.8 Giant Magellan Telescope
The Vice-Chancellor informed Council that a contract had now been executed for the final stage of the Giant Magellan Telescope (GMT) project, valued at $1.05 billion, of which Australia’s contribution is $65 million. This now ensures that sufficient funds are in place to enable the build of the Telescope.

Council noted the report of the Vice-Chancellor.

7. REVIEW OF ANU BY 2020 – VICE-CHANCELLOR’S UPDATE

At its strategic retreat held on 21 February 2014, Council resolved that a strategic review of ‘ANU by 2020’ be undertaken by a small Working Group of Council, comprising the Chancellor, Vice-Chancellor, Pro-Chancellor, Dr Doug McTaggart and Dr Tim Senden.

At its meeting held on 3 October 2014, Council resolved that the ANU strategy be extended to 2025, the Working Group convene on 4 December, and that the Vice-Chancellor provide an update to Council the following day.

The Vice-Chancellor advised that it had been agreed by the Working Group that the ‘ANU to 2025’ strategic plan would have a solely strategic focus, with some of the essentially operational objective and metrics in ‘ANU by 2020’ being located in accompanying more detailed operational plans.

A full draft would be presented for Council consideration and discussion at its strategic retreat on 20 February 2015, based on the following proposed structure outlined below:

**Vision: (Tier 1)**
- To be Australia’s national university
- To be Australia’s finest (standard-setting) university

**Aims (Tier 2)**
- Research excellence of international significance in disciplines of national importance
- Innovative education for Australia’s next generation of thought leaders
- Public policy engagement leading the nation

**Foundations (Tier 3)**
- Our people, staff, students, alumni, access and equity
- Our campus

Within the aim of ‘Research Excellence’, the 2025 plan needed to address:
- Meeting defined standards of research excellence.
- Achieving critical mass and concentration in research disciplines of national importance.
- Training the next generation of researchers and articulating the characteristics and benefits of the University’s PhD offering.
- Connecting research with innovation, application and commercialization and having the capacity and an organisational culture that is responsive to addressing the changing government agenda.

Within the aim of ‘Innovative Education’, the plan needed to address:
- Defining the nature of the student experience
- Adopting innovative delivery methods
- Matching degree structures to student and national needs
- Redefining entry requirements
Further enhancing the residential experience

Within the aim of ‘Public Policy Engagement’, the plan needed to address:

- Meeting defined standards of excellence.
- Developing strong institutional support, including through the Crawford School of Public Policy and Public Policy Fellows program
- Ensuring effective integration of policy research, teaching and outreach with mainstream university research and education culture

Council agreed on the broad shape and focus of the 2025 plan and endorsed the proposal for the Vice-Chancellor to undertake staff and student consultation in early February 2015. Council approved the work undertaken to date, reaffirming the areas of strategic focus and importance and agreed to engage in more detailed discussion at its strategic retreat.

Council further noted that finalisation of the plan may not occur until mid-2015 and is likely to be subject to further review, pursuant to the passage of legislation to implement a deregulated fee environment.

Resolved:
That Council:

1. Approve the broad shape and focus of the new ‘ANU to 2025’ plan, as presented by the Vice-Chancellor;
2. Endorse the proposed staff and student consultation program, scheduled for early February 2015;
3. Discuss a detailed initial draft of the 2025 plan at its strategic retreat on 20 February 2015.
4. Discuss in detail in that context the Vice-Chancellor’s detailed report on performance to date against the ‘ANU by 2020’ strategic plan.

10. UNION COURT REDEVELOPMENT – A NEW BEGINNING

Council noted the paper and presentation given by the Deputy Vice-Chancellor (Academic) and the Executive Director (Administration and planning), regarding a conceptual framework for the redevelopment of the Union Court precinct, for which Council approval was sought in order to enable the next stage of development – production of an Urban Design and Block Plan – to proceed.

Council was advised that, in May 2013, a process began to imagine the future of Union Court and the possibilities for redevelopment. In this period, extensive consultation and analysis of options for the site has been undertaken.

Council was further advised that feedback during the work undertaken to date has been overwhelmingly positive, from students, from staff and from tenants. In addition, the National Capital Authority has been briefed and is highly supportive of the concept. The National Capital Authority has also asked for a presentation to their Board on 12 December 2014.

Issues raised during Council discussion included the need for close examination by the Finance Committee of the financial modelling involved, including in particular the proposed ANU capital contribution; the need for clear identification to Council of actual and proposed concept-development costs at all stages; the implications for other building projects, including further meeting residential accommodation needs; and the need for close attention to child care facilities.

Resolved
That Council:

1. Note the work undertaken to date on the redevelopment of Union Court precinct proposal.
2. Endorse the commencement of the next stage of the work – development of an Urban Design Plan ****.
3. Request Finance Committee to assess the merits of packaging a structured investment opportunity ****, as part of a total investment proposition.
4. Receive a report back from Finance Committee with its advice on financing options, **** and that, at such time that successive stages of the development are approved by Council, the Committee monitor and oversee each subsequent stage of the development reporting progress regularly to Council.
5. Note that subsequent stages will be brought to Council for consideration and approval.

11. REVISED UNIVERSITY FINANCIAL PROJECTIONS 2014

Council was advised that the updated financial projection reports a net operating result, before depreciation, of $66.2m representing an increase of $3.2m (5.2%) over 2013, but a decline of $9.1m (12.1%) over the September projection. The net operating result of $24.2m is $4.8m (24.9%) better than 2013 and represents an improvement of $6.1m (33.7%) over the September forecast.

Council considered the revised financial projections for 2014 and noted the accompanying analysis and report of the University’s financial position.

Resolved:
That Council note the revised 2014 University financial projections.

12 ANU SUBSIDIARY ENTITIES 2015 BUDGET & CONSOLIDATED 2015 BUDGET

The University currently recognises the following subsidiary entities in accordance with AASB 10 Consolidated Financial Statements:

- ANU Enterprise Pty Limited;
- BRU Holdings Pty Limited;
- SA2 Holdings Pty Limited;
- ANU Section 68 Pty Limited; and
- ANU (UK) Foundation

ANU Section 68 Pty Limited was liquidated in June 2014 and as such has not prepared a budget for 2015. In addition ANU (UK) Foundation has not engaged in any financial activity to date, apart from incurring bank fees of circa GBP10.00 per month, and as such has also not prepared a budget for 2015.

The University budget for 2015 reflects the budget endorsed by Finance Committee on 19 September and approved by Council on 3 October 2014.

In discussion, Council commented upon the need to incorporate a YTD against Budget result for future reporting. In response, management advised of the intention to move towards accrual-based budgeting to better facilitate reporting on a year to date against budget basis.

Resolved:
That Council approve the ANU Subsidiary Entities’ 2015 budget and the University’s Consolidated Budget for 2015.

13 CAMPUS PLANNING AND DEVELOPMENT COMMITTEE (CPDC)

At the July Council meeting, Council was advised of a planned review of the existing and long standing Campus Planning and Development Committee (CPDC). The CPDC was first established in the 1950s as a Committee of Council. A copy of the existing terms of reference and membership accompanied the paper considered by Council.
Council noted that the review of the Committee was an extension of a process begun with the 2010 development of the new Campus Master Plan 2030. The review also took into account the new Capital Management Planning Framework and approval process as approved by Council during 2014. Under the approved new framework, a funding program for major capital works is now in place and an annual recommendation is presented to Council on major developments.

In discussion, Council noted the paper which detailed the benefits of having in place a management committee to facilitate statutory and related planning approval processes to enable the University’s campus master plan to be realised and for the fast tracking of such approvals by performing the function of an authorised delegate, pursuant to meeting such requirements as stipulated by the National Capital Authority (NCA), in respect of land planning and implementation.

The requirements to achieve Authorised Delegate Status are threefold:

- Agreement on Building Heights and Green Spaces on Campus;
- Development of Precinct Codes which support the CMP 2030 and provide definitive guidelines to developments within designated precincts on campus; and
- Development of an appropriate Management and Reporting Structure.

Council noted that, under the proposed management committee structure, technical, architectural and other specialist advice would form important inputs to the planning process.

After consideration, Council resolved that a governance overlay was essential, requiring the establishment of a Council Committee responsible for final decision-making in respect of campus master planning and consideration of evolving strategies for the built environment.

Processes for consultation with staff and students were considered and clarified, including noting the desirability of indigenous involvement with the management committee community to contribute an important cultural overlay for the built environment.

Council restated that whilst major capital developments and specific projects continue to come to Council for its approval, as the governing authority, overall decision-making in respect of campus master planning must rest with Council not only on the financial commitment, but also in respect of design and contextual issues.

Resolved

That Council approve that:

1. The current CPDC be disbanded with thanks to current serving members
2. A new Campus Planning and Development Management Committee be established with Terms of Reference reflecting its role and status, as agreed by Council
3. The current CPDC Chairperson be invited to chair the newly established CPDC for a term of 3 years
4. New Committee members be identified, reviewed and appointed to the Committee in accordance with the membership appointment process identified in the Terms of Reference
5. Processes be established for input by local indigenous communities in respect of built environment considerations as part of the campus master plan
6. Final approval of design, funding proposals and evolving strategies pertaining to the campus master plan be matters reserved for Council approval, as the governing authority and
7. A Council Committee be established with responsibility for, and oversight of, master planning of the ANU University campus.
PART 3: STRATEGIC ISSUES

14. EDUCATION AT ANU

The Deputy Vice-Chancellor (Academic), Professor Marnie Hughes-Warrington, gave a presentation to Council on the University’s progress against 2014 milestones in the Education Portfolio Operational Plan and to propose goals for ANU 2025 education.

Amongst the key points discussed were:

- ANU has achieved a four point improvement over 2013 in respect of ATAR rankings
- ANU has achieved a 2% improvement over 2013 in respect of course satisfaction as assessed by students
- When compared with the Go8, ANU continues to rank number 1 in relation to overall satisfaction, number 3 in respect of good teaching, but number 7 in respect of generic skills. The University does build broad generic capabilities to enable students to find a job, in particular, skills in problem solving, diagnosis, developing solutions, and writing, but there is a need to better teach students how to express and communicate these acquired and developed skills to an employer.
- A program of curriculum reform has been conducted in 18 months with a rationalisation of low performing programs from 669 in 2013 to 507 in 2014. Of note, small classes are now structured with a minimum threshold and further consolidation, or closure, likely. Programs with low enrolments continue to be closely monitored to assess the appropriate actions in place to improve viability, or otherwise.
- ANU is now fully AQF compliant and ready for 2015 commencements. The introduction of flexible double degrees has established an offering of distinction and value, unique to ANU Academic integrity is not compromised as a result of flexible doubles, with both major and minor components structured in a way to ensure that students are aware of the rules and requirements at the point of enrolment.
- The benefits of online course delivery are that reach and access is both national and international, with a capacity to meet the particular needs of various cohorts – low socio-economic, indigenous and postgraduate, noting the example of the online postgraduate coursework offering in Law drawing 900 students across Australia.
- Donations, by College, show significant variability and highlights areas to better target for future philanthropic support.
- ANU is now the first university outside of the United Kingdom to benefit from Higher Education Academy (HEA) fellowships resulting in a significant uplift in professional development and a reaffirmation of the importance of good teaching. ANU now has the opportunity to become the Australian hub for education fellowships.
- Evidence of teaching (minimum of 10%) must be shown by academic staff when presenting their cases for academic promotion.
- Policy issues needing to be addressed in the future include:
  - Live lectures becoming special, public events and small-class interactions becoming the defining approach to education
  - ANU and an international partner co-hosting the world’s first Institute of Advanced Studies in educational innovation to accredit fellows and provide competitive fellowships
    - All undergraduate students being admitted to ANU on the basis of academic and co-curriculum achievements and students can graduate with degrees and a co-curriculum award in recognition of learning experiences gained outside of the classroom
    - ANU achieving an ‘educational community’ ten times greater that its 2015 alumni population with that community continuing to learn with ANU over their lifetime.

Council thanked Professor Hughes-Warrington for a comprehensive and insightful assessment of the key issues driving education at ANU and needing to frame strategic approaches through to 2025.

Resolved:
That Council note the report on progress against 2014 milestones in the Education Operational Plan and proposed goals for ANU 2025 education.
PART 4: OTHER MATTERS FOR DECISION

15. 2015 INTERNAL AUDIT WORK PLAN

Council noted that the 2015 Internal Audit Work Plan (IAWP) provided by Ernst & Young auditors, was developed in consultation with the Corporate Governance & Risk Office (CGRO). In developing the 2015 IAWP the following documentation was considered:

- ANU Entity-wide Risk Management Framework;
- ANU Entity-wide Risk Profile;
- Australian National Audit Office audit activity;
- Previous audit activities, findings or issues; and
- Emerging issues.

Additionally, the ANU Executive, College Deans, General Managers and Service Division Directors were consulted to seek their advice on potential audit topics and areas of focus.

The IAWP incorporates a broad range of internal audits including compliance based audits, performance improvement audits, data processing audits and operational control audits.

Resolved:
That Council approve the ANU 2015 internal audit work plan.

16. CORAL BELL SCHOOL OF ASIA PACIFIC AFFAIRS – CHANGE OF SCHOOL NAME

Council noted that the proposed change in School name, which has the full support of relevant staff, builds on the University’s claims to national importance and the distinctive character of ANU, and appropriately recognizes the scholarly eminence of Professor Bell. It further noted that a longer-term outcome is likely to be further organisational and structural changes and a rationalisation of discipline offerings between the Crawford School and Coral Bell School within CAP, and between CAP and CASS.

Resolved:
That Council approve the renaming of the School of International, Political and Strategic Studies to the Coral Bell School of Asia Pacific Affairs.

17. FRAUD CONTROL FRAMEWORK

Resolved:
That Council approve the ANU Fraud Control Framework.

18. DISSOLUTION OF THE AUSTRALIAN FOUNDATION FOR MENTAL HEALTH

Resolved:
That Council approve the dissolution of The Australian Foundation for Mental Health Research (ANU) in accordance with section 14(3) of The Australian National University Endowment For Excellence Statute 2012.

PART 5: OTHER MATTERS FOR NOTING

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

Council noted the summary of major items considered by the Audit & Risk Management Committee (ARMC) at its meeting held on 12 November 2014.
20. FINANCE COMMITTEE – SUMMARY OF MAJOR ITEMS CONSIDERED

Council noted the summary of the major items considered by the Finance Committee at its meeting held on 12 November 2014.

21. REVIEW OF PERFORMANCE – AUDIT AND RISK MANAGEMENT AND FINANCE COMMITTEES

Council noted the report on the outcomes of the biennial self-assessment of the Audit & Risk Management Committee and the Finance Committee.

22. 2014 UNIVERSITY RANKINGS AND STRATEGIC IMPLICATIONS

Council noted the report on 2014 international rankings and their strategic implications for ANU. The Vice-Chancellor added that medical sciences performance percolates other rankings and often volume measures impact the ANU, given our size. The impact of publications and the need for achieving uplift in HiCi’s remain priority action areas. Council further observed that ANU ranks lower, compared with other Go8 universities, in relation to external engagement with employers, corporations and business. Corporate connectivity presents an opportunity for future growth.

23. ADMINISTRATIVE REFORM AT ANU – UPDATE

Council noted the progress report on administrative reform initiatives underway at ANU, in particular, the series of information sessions running across campus where 1850 staff were booked to attend sessions and 1450 attended 47 sessions over one week.

24. UNIVERSITY ICT AND IT INFRASTRUCTURE PROGRAM OF WORK FOR 2015

Council noted the University’s ICT and IT infrastructure program of work planned for 2015.

25. CAPITAL BUILDING FINANCIAL SUMMARY REPORT

Council noted the Capital Building Financial Summary Report.

26. ACADEMIC BOARD

Council noted the report from the meeting of the Academic Board held on 26 September 2014 (1081/2014).

27. POWER OF ATTORNEY

Council noted the transactions over which the Investment Manager and Acting Investment Manager exercised the Power of Attorney between 12 September 2014 and 5 November 2014.

28. UNIVERSITY SEAL REPORT

Council noted the documents to which the University Seal had been affixed since the meeting of Council held on 3 October 2014.

29. REPORT OF SIGNIFICANT VISITS AND EVENTS, GRANTS AND CONSULTANCIES

Council noted the report of significant visits and events, grants and consultancies (187/2014).
30. LEGISLATION

Council

1. Approved the following legislation:
   (a) Academic Misconduct Statute 2014
   (b) Appeals Statute 2014
   (c) Pro-Chancellorship Statute 2014

2. Noted the Assessment Rules (No. 2) 2014 made by the Vice-Chancellor under subsection 9.5 of the Vice-Chancellorship Statute 2013; and


31. APPOINTMENT TO THE BOARD OF GOVERNORS OF THE ENDOWMENT FOR EXCELLENCE

Council approved the following changes to the Board of Governors of the ANU Endowment for Excellence, in accordance with s3(1) of The Australian National University Endowment for Excellence Rules 2012:

1. Accepted the resignation of Mr Tony Hartnell as President and appointed him as a Governor under s3(1)(d) until 19 February 2017; and
2. Approved the appointment of Dr Vince FitzGerald as President, Board of Governors of the ANU Endowment of Excellence until 31 May 2018.

In approving the changes to the Board of Governors, Council recorded its appreciation for the contribution made by Mr. Tony Hartnell, who, through his stewardship as President, has seen the Endowment for Excellence Board develop with a truly philanthropic focus.

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PART 6: OTHER BUSINESS

33. QUESTION TIME

There were no matters raised in Question Time.

34. OTHER BUSINESS

No other business was raised.

35. NEXT MEETING

Council noted that its next meeting will be held on 19 February 2015 (business meeting of Council), followed by Council’s strategic retreat, on 20 February 2015, at ANU House, Melbourne.

_________________________________ Date:______________________
Professor the Hon Gareth Evans AC QC
Chancellor
The Australian National University

(**** indicates a removed item which is confidential to Council Members)