



CONFIDENTIAL

COUNCIL

The 435th meeting of the Council was held at 8:00am on Friday 22 July 2016, in the R C Mills Room, Level 4, Chancelry Building, ANU campus, Canberra.

Present:

The Chancellor, Professor Gareth Evans AC QC (in the Chair)
The Vice-Chancellor, Professor Brian P. Schmidt AC
The Pro-Chancellor, Ms Robin Hughes AO
Mr Graeme Samuel AC
Dr Doug McTaggart, Council reappointee elect
Ms Naomi Flutter
Mr Peter Yu, Council member elect
Professor Matthew Colless
Professor Tim Senden
Professor Jan Provis
Ms Deborah Veness
Mr Chris Wilson, President, PARSA
Mr Ben Gill, President, ANUSA

Apologies:

Professor Suzanne Cory AC

In attendance:

Deputy Vice-Chancellor (Academic) Professor Marnie Hughes-Warrington
Deputy Vice-Chancellor (Research) – Professor Margaret Harding
Pro-Vice Chancellor (Innovation) – Professor Michael Cardew-Hall
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
Chief Financial Officer – Mr Alastair Sinton
Professor Jacqueline Lo, Chair, Academic Board

Chancelry staff:

Director, Corporate Governance and Risk Office – Ms Kate Molloy
Senior Governance Officer – Ms Leslie McDonald

PART 1: PROCEDURAL ITEMS

1. ANNOUNCEMENTS

Professor Suzanne Cory advised her apologies, due to overseas travel for an unanticipated family matter.

There were no other apologies for the meeting.

Council was advised that today's meeting would be the final meeting attended by Mr Chris Wilson, PARSA Present, whose term concludes on 15 August 2016. The Chancellor thanked Mr Wilson for his contributions to Council deliberations, over the term of his appointment and asked that the minutes record Council's appreciation and good wishes for the future.

2. LEAVE OF ABSENCE

Mr Peter Yu sought leave of absence for Council's next meeting on 30 September 2016, due to prior business commitments.

No other member sought leave of absence.

3. DISCLOSURE OF MATERIAL PERSONAL INTEREST

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

4. ARRANGEMENT OF AGENDA

No additional items were declared confidential.

No items were unstarred.

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

5. MINUTES

Resolved:

That, subject to minor amendment in respect of the update on administrative reform, the Council confirm the minutes of the meeting held on 27 May 2016 (302/2016) as a correct record.

PART 2: KEY BUSINESS ITEMS

6. VICE-CHANCELLOR'S REPORT

The Vice-Chancellor introduced his report, highlighting the following items:

1. Public Policy at ANU update

Public Policy @ANU will form one of the key announcements for the University's 70th anniversary and will be established as a coordinating and service organisation, driven by a multi-disciplinary steering committee, to inject energy into the University's public policy efforts, supported by a \$2.2 Million investment to:

- incubate public policy research;
- facilitate opportunities for greater collaboration and collegial engagement across academic disciplines;
- strengthen relationships with government;
- build an active and coordinated public policy media presence; and
- institute a centralised and coordinated approach to degree program marketing.

2. Planning cycle and current College Key Performance Indicators (KPIs)

Council noted that, under the current planning framework, the University has established 69 key performance indicators. This has proven unwieldy and difficult to track and effectively report performance. As part of the strategic planning process, in development, the University will undertake a critical review of its range of KPIs to ensure a more strategic approach to performance measurement and reporting, which also meets the requirements of the Public Governance, Performance and Accountability Act 2013.

3. Business and Industry Advisory Board

Council noted the proposal to establish a Business and Industry Advisory Board and the intention to invite Mr Brian Hartzler, CEO, Westpac, to chair it. Its purpose will be to provide guidance and advice to the Vice-Chancellor on how to better engage with business, industry and government. Council members were invited to bring forward recommendations on membership to the Advisory Board.

4. ANU Senior Management Group retreat

The following themes were given detailed consideration at the recent Senior Management Group retreat:

- a. Size and mix of our student cohort
- b. Academic renewal, performance and productivity
- c. Sustainable budget model for ANU (revenue, National Institutions Grant (NIG) and strategic expenditure)

In discussion, the Council noted:

- *****
- Current student enrolment data is showing total growth sitting at 3%, with 6% to 7% in commencing load. Taking account of a small rate of attrition, this is expected to result in an average growth rate, across all cohorts, of 5% each year;
- There is a recognition that the University needs broader spread of commencements across its discipline offerings and needs to look to attracting business income in its research domain;
- Further investment in research is essential if the University is to be competitive in emerging disciplines, and in health and medical research, in particular. The concept of ANU becoming a project catalyst should be further investigated, as it can serve as a vehicle for facilitating start-up ventures where ANU, through the John Curtin School of Medical Research and NHMRC grant funding, could provide differentiated research outcomes and benefits for the Australian Higher Education sector; and
- The need for continued effort in achieving greater market diversification to safeguard against over reliance on a single market.

Changes to the Executive

Council was further advised of recent changes to the senior executive structure of the University resulting in the re-titling of Professor Baker's position to Pro-Vice-Chancellor (University Experience) and with it, assigning of responsibility for equity and diversity strategic initiatives. In addition, Professor Jenny Corbett will conclude her role on 30 September 2016 and will return to full-time research at the Crawford School.

5. School of Music (SoM)

Council noted that Professor Malcolm Gillies AM, internationally-renowned music scholar with a 50-year association with the ANU School of Music, will return to Canberra to lead the school as the University finalises community consultations on the school and completes the appointment of a permanent head.

From October 17, Professor Gillies will be Interim Head of the School of Music for six months as it enters its next phase with a new permanent Head, at which point he will return to a mentoring and advisory role.

The community consultation on the School of Music led by Professor Andrew Podger AO remains on track for delivery in August 2016.

Resolved:

That the Council note the Vice-Chancellor's report.

7. CRAWFORD AUSTRALIAN LEADERSHIP FORUM 2016 – CHANCELLOR'S REPORT

The Chancellor briefed Council about the Forum outcomes and a detailed evaluation report was tabled. Key findings from the report included:

- A total of 224 participants, comprising 61 from business, 27 from government and 52 from education, research and advocacy
- 12 international speakers and 72 local speakers and chairs, with 44% of panellists and chairs being women
- Strong representation from the business sector with quality participants
- An 'excellent' rating by the majority of respondents
- Recognition that the Forum has now established itself as the best broad public policy program event in Australia
- Universal agreement that the format works well
- Excellent media coverage in the Australian Financial Review and in the social media and
- High level of sponsorship, notably from the ANZ Bank and General Electric, with an indication of continuing support for 2017.

Planning for 2017 is already underway and is addressing the welcome suggestions from this year's participants, including an interest in more opportunities for networking. Amongst considerations for the 2017 program are incorporation of social and socioeconomic policy and a focus on Indigenous.

Resolved:

That the Council note the Chancellor's report.

8. STRATEGIC PLAN PROGRESS REPORT

Council noted that the extensive staff and student consultation has yielded a wide range of ideas and generated some key themes which will assist in shaping the strategic plan. Foremost amongst the themes is the desire to foster a culture at ANU that is collegiate, where collegiality across the entire community is encouraged, incentivised, celebrated and rewarded; and for the University to be unreservedly excellent and ambitious in all of its undertakings. A complete draft plan will be considered at the 30 September 2016 Council meeting.

A series of initiatives, drawn from the present draft of the new plan, are planned for announcement at the University's 70th anniversary celebrations and will give effect to the University's strategic intent, as articulated in the Vision Statement. These initiatives cover the following subject areas and will be funded as strategic priorities:

1. Research
2. Education
3. Public Policy
4. Business Engagement
5. Indigenous Affairs and Reconciliation
6. Gender and Equity
7. A Collegiate Institution

Resolved:

That the Council:

1. Note the progress of the Strategic Plan's development; and
2. Approve the proposed set of announcements to be presented to the assembly on 1 August 2016, celebrating the University's 70th anniversary.

9. NATIONAL INSTITUTE GRANT – 2015 REPORT TO MINISTER

In 2015, Council approved a report on the application of the National Institutes Grant (NIG) for presentation to the Federal Minister for Education. At that time, Council further resolved that this report be prepared and submitted on an annual basis and be incorporated into the University's Annual Report for tabling in the Australian parliament.

Resolved:

That the Council:

1. Approve the 2016 National Institutes Grant Report for presentation to the Federal Minister for Education;
2. Note that it will be incorporated into the University's 2016 Annual Report; and
3. Approve the University's plan to publish a public version of the report on the University's website.

10. UNION COURT REDEVELOPMENT UPDATE

The Executive Director (Administration and Planning) provided an overview of key actions in train in relation to the redevelopment of Union Court. Of note:

- An open Expression of Interest (EOI) was issued to the market and closed on Friday 8 July 2016. A total of 32 responses were received and included submissions to design all, or some, of the architectural elements;
- The architectural evaluation committee, the Chancellor and EDAP completed an initial review of the responses received. The review determined a short-list to receive the request for proposals (RFP):
 - Four major design firms to provide design for all building elements and landscape design and public realm;

- o Four specialist design firms to provide design specifically for the landscape and public realm; and
- o Two specialist design firms to provide the design specifically for the student accommodation element.

Council noted that the approach will provide a greater level of choice from which the University can select either a single response, or a combination of responses, to achieve a design and built environment which results in an integrated, coherent ensemble of independent buildings that reflect timeless elegance in their design.

University management has initiated discussions with two major building firms in relation to the building program and timing and advice to date corroborates early projections that construction will occur over an 18 month window, commencing in mid-2017, and with a view to minimising impacts on students as far as practicable.

In respect of the events and cultural facility, including a theatre, discussions are underway to ensure input from staff and students to assist in the scoping of requirements. To this end, Council noted the strong desire of CASS teaching staff to be involved in this aspect of the redevelopment.

In relation to the provision of an expanded medical service on campus, as part of the redevelopment, the need for effective communication with students was emphasised. In response, University management advised that an EOI for such services had also been issued and a program of consultation with staff and students will be undertaken following the series of announcements on 1 August. The University is committed to addressing the gaps in current services, to better respond to demand and to deliver a wider range of medical and ancillary services on campus, as part of the redevelopment.

It was further noted that the Pop up Village design is scheduled to go live on 1 August 2016 with 8 design review groups meeting across campus and course convenors invited to be involved in discussions about teaching requirements in Union Court's flexible learning spaces.

Resolved:

That the Council note the update in relation to Union Court redevelopment.

11. STUDENT ACCOMMODATION DEVELOPMENT - SA6

The Executive Director (Administration and Planning) gave a presentation of the proposed design and internal layout and features of the proposed redevelopment of Bruce Hall under a philanthropic agreement with Graham and Louise Tuckwell.

In response to feedback from the Major Projects Joint Sub-Committee and Alumni, a differentiated design has been achieved for both building facades which distinguishes each hall and their particular characteristics and inherent attributes.

A series of consultations with Alumni are planned over early to mid-August with the aim of discussing the design, development rationale and to consider issues raised. Following the Tuckwell announcement on 12 July, the Vice-Chancellor also met with Alumni. It is anticipated that the Tuckwell announcement and the University's responsiveness to addressing key design considerations, will go a considerable way to ameliorating earlier concerns about the need to preserve the culture, environment and outreach facilities that form an integral part of the Bruce hall residence and history.

In light of the extended consultation phase, and subject to securing approvals through the National Capital Authority, ***** completion scheduled for 2019.

Resolved:

That the Council note:

1. There will be further consultation and engagement with students, staff and Alumni; and
2. The project delivery period to achieve completion may extend to the beginning of 2019 but the University will continue to investigate staging opportunities to reduce the delivery period.

PART 3: STRATEGIC ISSUES

12. EDUCATION AND DIGITAL DISRUPTION

The Deputy Vice-Chancellor (Academic), Professor Marnie Hughes-Warrington gave a presentation on ANU Education and Digital Disruption.

In discussion, the Council noted the following key issues:

- Two primary drivers are attributed to the digital disruption phenomenon – disintermediation (peer to peer learning) and disaggregation (unbundling of education materials and experiences in a way that enhances the value of the material and the rate of take up by students);
- There is a clear trend where the consumer (student) can access, navigate and determine his/her own knowledge acquisition and learning needs and is empowered to choose and control the way in which s/he wishes to participate in their own scholastic development;
- The impact of choice, increasing opportunities for students to be more discerning about their learning needs and preferences where they self-select and self-serve through online access to live learning and teaching has produced a 2-speed ANU with edX enrolments outstripping on-campus headcount by a factor of 13;
- The trend will not abate and will impact the built environment. Flexibility in design is key, with an emerging trend to 'flip' the classroom to create closer interactions and encourage communities of learning;
- Augmentation of the learning experience is essential and can best be achieved through practice-led research, fieldwork and delivery of short duration, intensive programs;
- Quality standards at ANU remain a priority - course requirements must be explicit in terms of articulating tasks, content and tacit knowledge requirements, student entry standards are high, and the number of exams have gone up. However, this is not the trend nationally where invigilation remains poor in Australia;
- There is a growing demand for mentoring, professional development and coaching to facilitate improved teaching performance at ANU; and to revitalise student engagement within the learning environment;
- The increase in the rate of ANU teaching staff proactively seeking external partners, drawn from other Australian and international universities, whose expertise is sought to underpin teaching practice and course delivery, with a particular emphasis on online learning; and
- There is an ongoing need for ANU to be more proactive at harnessing expertise elsewhere, e.g. MIT, as a means of driving cultural change.

At the conclusion of the presentation, Council resolved that there would be real benefit in a further strategic discussion about the measures being planned and undertaken by the University to garner expertise, strengthen partnership opportunities globally, and augment the ANU brand; and to provide a real point of difference in the Australian Higher Education market through online learning and practice-led research.

Resolved:

That the Council note the issues raised in the strategic presentation about ANU education and the impact of digital disruption, provided by the Deputy Vice-Chancellor (Academic).

PART 4: OTHER MATTERS FOR DECISION

13. CAP/CASS GOVERNANCE PROJECT REPORT, JUNE 2016

The Chancellor welcomed the Interim Deans of CAP and CASS and invited them to provide an update on implementation progress in respect of the CAP/CASS Governance project.

In discussion, the Council noted that the project:

- Maps its key milestones over the next three years, as:
 - 2016 – planning and consultation phase;
 - 2017 – program renewal and approval phase;
 - 2018 – new program delivery phase;
- Has, amongst its primary aims, the objective of ensuring that Arts, Humanities and Social Sciences remain pre-eminent in Australia and amongst the top 10 worldwide in each category - Undergraduate, Postgraduate Coursework and Higher Degrees by Research;

- Is progressively reviewing the span of functions across both Colleges to eliminate duplication of effort, improve administrative efficiency, identify areas where strengthened cooperation will lead to an enhanced student experience, identify gaps in service delivery and contribute to improved coordination in the marketing of, and communication about, program offerings;
- Is targeting both existing and prospective students and information sessions will be run concurrently at upcoming Open Days, with extensive training of staff ambassadors who will be equipped to provide advice about the programs being offered across both Colleges;
- Involves detailed review of disciplines to ensure maximum choice for students, the provision of fully flexible degrees and removal of barriers to access programs;
- Currently comprises 15 different projects across 10 disciplines involving academic and professional staff and is being supported by a high level of cross-training of staff especially in Student Administration support;
- *****
- Must achieve the desired end state which results in simple, easy to navigate program offerings, that are clearly marketed and communicated to existing and prospective students; and that operationally, streamlined administration, sharing of business intelligence and strengthened collegiality become the norm and the standard model of service delivery.

Resolved:

That the Council note the June 2016 report detailing implementation progress in respect of the CAP CASS Governance project.

14. 2016 ACADEMIC CAPITAL PROJECTS REPORT

Resolved:

That the Council note the information contained in the Academic Capital Projects report.

15. ETHICS COMMITTEES ANNUAL REPORTS 2015

Resolved:

That the Council approve the 2015 Annual Reports of the following:

- 1) Animal Experimentation Ethics Committee (718/2016);
- 2) Human Research Ethics Committee (719/2016); and
- 3) Recombinant DNA Monitoring Committee (720/2016).

16. ANU COURSEWORK FEE SETTING FOR 2017 AND 2018

Resolved:

That Council:

1. Endorse the fee bands and rates for 2017 fees.
2. Endorse the ANU Domestic Fee Adjustment Bands.
3. Endorse an indicative increase of 5% (on 2016 rates) for 2017, with further review based on the principles above in May 2016.
4. Note the requested fee adjustment from the ANU College of Law approved by the Deputy Vice-Chancellor (Academic).

17. ANU HIGHER DEGREES BY RESEARCH FEE SETTING FOR 2017 AND 2018

Resolved:

That Council:

1. Endorse the fee bands and rates for 2017 HDR fees.
2. Endorse an indicative increase of 5% (on 2016 rates) for 2017, with further review based on the principles above in May 2016.
3. Endorse the proposed rates for extensions of program.

18. ANU COLLEGE COURSEWORK FEE SETTING FOR 2017

Resolved:

That Council:

1. Endorse the fee bands and rates for 2017 fees.
2. Endorse the 2016 fees.
3. Endorse the following principles for schedule 2 programs and courses fee setting:
 - a. that all Schedule 2 programs and courses will have a fee no less than the ANU equivalent program/course fee;
 - b. that any proposed adjustments (increase) to the fee bands for particular programs require an evidence based business case to be reviewed and approved by the Deputy Vice-Chancellor and noted by SMG;
 - c. that fees are proposed in EFTSL rather than by New Student Enrolment (NSE);
 - d. that schedule 2 programs and courses be reviewed annually, based on comparative competitor data; and
4. That an indicative increase of 5% (on 2016 rates) be proposed for 2017, with further review based on the principles above in May 2016.

19. FINANCIAL AUTHORITY – TRANSACTIONS OVER \$10 MILLION

Resolved:

That the Council approve:

1. The Chancellor being authorised to approve payment of regular standing contractual amounts, which have been budgeted for, that exceed the Vice-Chancellor's financial delegation limit of \$10,000,000; and
2. All such payment approvals be reported to the Council at its next subsequent meeting.

20. AMENDMENT OF POSTGRADUATE AND RESEARCH STUDENTS' ASSOCIATION INCORPORATED CONSTITUTION 2015

Resolved:

That the Council approve the minor amendments to the constitution of the Postgraduate and Research Students Association Incorporated, made by its membership on 27 May 2016.

PART 5: OTHER MATTERS FOR NOTING

21. WORK, HEALTH AND SAFETY PERFORMANCE REPORT

Resolved:

That Council note the report pertaining to staff work, health and safety for the period up to 30 June 2016, together with the student safety report for the May to June period.

22. WORK, HEALTH AND SAFETY GOVERNANCE STRUCTURE UPDATE

Resolved:

That Council note the updated Work Health and Safety Governance Structure.

23. AUDIT AND RISK MANAGEMENT COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note the summary of major items considered by the Audit and Risk Management Committee (ARMC) at its meeting held on 6 July 2016.

24. FINANCE COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note a summary of major items considered by the Finance Committee at its meeting held on 8 July 2016.

25. MAJOR PROJECTS JOINT SUB-COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note the summary of major items considered by the Major Projects Joint Sub-Committee at its meeting held on 15 June 2016.

26. MAJOR PROJECTS JOINT SUB-COMMITTEE – EXECUTIVE SUMMARY

Resolved:

That the Council note the summary of major items considered by the Major Projects Joint Sub-Committee at its meeting held on 22 June 2016.

27. ACADEMIC BOARD REPORTS

Resolved:

That the Council note the reports of Academic Board for its meetings held on 3 May and 21 June 2016.

28. POWER OF ATTORNEY

Resolved:

That the Council note the list of transactions over which the Investment Manager, and Acting Investment Manager, exercised Power of Attorney between 19 May 2016 and 2 June 2016.

29. UNIVERSITY SEAL REPORT

Resolved:

That the Council note that there have been no documents to which the University Seal has been affixed since its last meeting held on 27 May 2016.

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

Resolved:

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

31. LEGISLATION

Resolved:

That the Council note the following Rules and Orders which have been approved by the Vice-Chancellor since its last meeting on 27 May 2016:

- *Council (Elections) Rule 2016*
- *Council (Elections) Order 2016*
- *Coursework Awards Rule 2016*
- *Fees (General) Order 2016*

PART 6: OTHER BUSINESS

32. QUESTION TIME

No questions were raised during Question Time.

33. OTHER BUSINESS

1. Honorary Degrees

A late paper was tabled at Council, following the meeting of the Honorary Degrees Committee held the prior evening.

No other business was raised.

34. NEXT MEETING

The Council noted that its next scheduled meeting is to be held on 30 September 2016, at 9:15am.

The meeting closed at 12:40 pm.

Date: _____

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

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