1. ANNOUNCEMENTS

Elected Council member, Dr Karen Hussey, has advised that she will be taking up a new role at the University of Queensland and, as a result, an election will be called to appoint a member of the academic staff of The Faculties (elected by the members of that staff) to Council for the balance of her term to 29 September 2016. The Chancellor expressed his sincere thanks to Dr Hussey for her contributions to Council deliberations over her tenure and wished her success in her new role.
Council thanked Mr. Ben Niles for his contributions to Council over his term of appointment which will conclude on 30 May 2015 and welcomed Mr. Chris Wilson, PARSA President-elect, whose term runs for one year, through to 30 May 2016.

2. LEAVE OF ABSENCE

No leave of absence was granted for the meeting.

Mr Graeme Samuel advised that he will be an apology for the special meeting of Council to be held on 28 June 2015, due to overseas travel commitments.

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 agenda items were starred or declared confidential.

The Council agreed to re-arrange the agenda as follows:

Items 6 to 12 sequentially, followed by
Items 10, 19 to 21, and item 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 27 March 2015 (50/2015) and the minutes from its circular resolution of 31 March 2015 (104/2015).

PART 2: KEY BUSINESS ITEMS

6. VICE-CHANCELLOR’S REPORT

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

1. Federal Budget

The 2015 Federal Budget was announced on 12 May 2015. The Vice-Chancellor reported that funding of the National Institutes Grant appears in the Forward Estimates for the next four years, complete with indexation.

Funding for the National Collaborative Research Infrastructure Scheme (NCRIS), has been funded through a reduction in funding to the Sustainable Research Excellence (SRE) scheme of $264M over 4 years. As SRE was planned to increase in coming years, this cut effectively means the scheme will plateau in value in coming years. The net impact for ANU is that SRE funding will probably remain constant but approximately $5M per annum less than the University may have expected before the Budget.

The Fee Deregulation Bills are currently in the Senate but are unlikely to pass. The proposed cut to the Commonwealth Grant Scheme will rely on legislation being passed to implement it. However, other measures, such as the planned cut of 10% in funding for the Research Training Scheme remains at the Minister’s discretion.

2. QS Subject Rankings and Leiden Rankings

The QS International Rankings at the subject level have been released. The QS subject results for ANU are impressive with four of our disciplines ranking in the top ten and 14 disciplines in the top 25.
The Leiden rankings have also been released. This international ranking methodology is data-driven, citation focused, with emphasis on the Sciences and Social Sciences. ANU is amongst the top 100 in the world, ranking at 89 and the top ranked institution in Australia.

3. Divestment
The national student movement aimed at encouraging Universities to divest from Fossil Fuel investments has recently held a national day of action. At ANU the movement is now focused on a "Divest the Rest" campaign aimed at ANU divesting from all Fossil Fuel related investments. A petition was delivered to Council meeting.

4. Public Policy Leadership
Public Policy engagement is a defining feature of ANU, sitting alongside research and education in the ANU strategic plan. However, as discussed at a recent meeting of Council, at present there is no single Executive leadership position to coordinate the University’s public policy strategy and activities.

The University Executive and Senior Management Group have considered and endorsed a proposal to create a new leadership position of Executive Director, ANU Public Policy Strategy. *****

5. Crawford Australian Leadership Forum
The second Forum will be held on 28-30 June 2015, with the program including participation of:

- 50 CEOs/Heads of NGOs
- 50 senior leaders from the Australian Public Service and political spectrum
- 50 leading academics and members of Australia’s research community

Strong support has already been given to the program by the Australian Financial Review with the Business Council of Australia investing its resources to ensure the Forum’s success.

*****

Council noted the report of the Vice-Chancellor.

7. EXECUTIVE SEARCH FOR A NEW VICE-CHANCELLOR

The Chancellor provided an update in relation to the executive search underway for a new Vice-Chancellor *****. In developing a short-list ***** the panel considered, amongst the qualities and experience being sought for a new Vice-Chancellor, the following:

- A record of academic distinction
- Strategic thinking
- Organisational skills
- Communications and public presentation skills
- A track record in fundraising
- Strong advocacy
- Collegiality
- Perseverance
- A focus on research and innovation in education
- An international outlook
- Energy for the long haul
- A commitment to access and equity
- Having a sound understanding of Australia’s Higher Education landscape and its challenges

Interviews will be conducted over 20 to 21 June, with a special Council meeting scheduled for 28 June 2015 (subsequently rescheduled to 23 June 2015) to approve the appointment of the new Vice-Chancellor.

*****
8. ANU BY 2025 – DRAFT STRATEGY

The Vice-Chancellor gave an overview of the key elements of the draft ANU by 2025 strategy, and the process that has been undertaken, highlighting:

- 20 meetings have been conducted across ANU campus with staff and students
- The themes reflected in the current draft plan, being Research, Education and Public Policy, resonate well with the University community
- The strategy will be accompanied by detailed operational plans

In respect of ‘Research’, there is broad agreement that ANU must focus its research effort in areas of national importance and international significance. ANU must demand excellence, strong commitment to a well-articulated ambition and must measure performance.

In terms of ‘Education’, the on campus experience remains core to the University’s distinctiveness. The role of ‘virtual halls’ will be one of the features of ensuring non-residential students can interact and have a sense of belonging and community.

There is strong recognition of ‘Public Policy’ across ANU and a clear need to define and measure the impact of ANU contributions in Public Policy.

Discussion points included:

- The need to consider the built environment in the Foundations section, especially the redevelopment of Union Court as part of ‘2025’;
- The University’s willingness and confidence to partner with exemplary organisations both nationally and internationally;
- Key performance measures need to demonstrate the ANU point of difference;
- A better articulation is needed in respect of the University's commitment to indigenous that aligns with the University's contributions to nation building and grappling with the major public policy issues that face Australia; and
- The preference for using positive language in the document and to be forward looking.

Council noted that a Working Group was convened in 2014 and resolved that a further meeting be arranged to facilitate the ongoing development of the plan.

It was further agreed that a revised draft be brought to Council’s 2 October 2015 meeting.

Resolved:

That Council:

1. Note the progress being made to shape ‘ANU by 2025’;
2. Note a further meeting of the Working group will be convened to progress the next draft of the plan;
3. A further draft of ‘ANU by 2025’ will be considered at the 2 October 2015 meeting of Council, accompanied by the operational planning framework to support implementation of the plan; and
4. Finalisation of ‘ANU by 2025’ will occur when the new Vice-Chancellor has had the opportunity to engage with it and bring her/his perspective to priorities for the University.

9. NATIONAL INSTITUTES GRANT – REPORT TO THE MINISTER FOR EDUCATION AND TRAINING

Council discussed the report to the Minister. ***** Through the National Institutes Grant, the University is able to harness its expertise, facilities and resources in a way that no other University can, achieving outcomes, rankings and a demonstrable return on investment.

*****

Council resolved to review a further draft, via circulation, in the week commencing 15 June 2015, which, when settled by the Chancellor, will be forwarded to the Minister for Education and Training *****.


10. 2015 PROJECTED FINANCIAL RESULTS AND KEY PERFORMANCE INDICATORS

Overall the University YTD net operating result is $8.6m above the same period last year *****

Expenditure before financing and investing activities is up $25.5m on the same period in 2014 *****.

The updated 2015 University projection is reporting a net operating result before depreciation of $101.6m, a decrease of $0.3m over the 2015 budget. The projected net operating result of $23.9m is $2.8m under budget. The key variances between the current forecast and the 2015 budget are as follows:

Revenue from ordinary activities has increased by $6.1m from $967.5m to $973.6m. Total projected expenses before financing and investing activities have increased $12.7m over budget to $957.8m; and the overall decline in the pre–financing and investing result has been offset by an improvement of $3.8m arising from:

- Finance Costs down $2.2m on budget primarily reflecting a re-adjustment of the CPI assumption on the Indexed Annuity Bond; and
- Realised gains on the sale of 52 Collins Street of $2.5m; offset by
- An increase of $0.8m in GMT impairment losses.

Resolved:
That Council note the 2015 projected financial results.

11. COMPOSITION OF COUNCIL

Council considered a range of scenarios available for the composition of Council’s membership, in response to the recommendations of the Walker review.

Amongst the points discussed were:

- The need to resolve the Council composition for inclusion in a new Australian National University Act;
- The inclusion of staff and students in the composition of Council; and
- The proposal to incorporate the detailed make-up of the Council-appointed membership in a Membership of Council Statute.

In discussion, Council observed that the current membership, which includes academic staff and one Dean or Research School Director, serves its objectives well. *****

The importance of ensuring a member drawn from the University’s senior academic leadership was well recognised.

*****

Resolved:
That Council:

1. Endorse the composition structure of the Council to be prescribed in a new Australian University Act, as being:
   - The Chancellor
   - The Vice-Chancellor
   - 6 members appointed by the Minister, on the recommendation of the Nominations Committee
   - 6 members appointed by the Council, at least one of whom must be an external member

2. That staff and students will be included in the composition structure of Council-appointed members; and

3. The final make-up of the membership appointed by Council will be determined at a future meeting of Council and will form the basis of a Membership of Council Statute.
12. AUSTRALIAN NATIONAL UNIVERSITY ACT – WORKING DRAFT

Council considered the mark-up of the current ANU Act 1991 and the changes proposed in response to the Walker review. Amongst the key features of changes put forward were:

- A new long title, “An Act to continue in existence the Australian National University, and to modernise its governance”;
- A new Preamble jointly developed by the Vice-Chancellor and Chancellor;
- A Purpose and Functions section
- Composition structure of Council as a 14 member Council, being agreed as the Chancellor, Vice-Chancellor, 6 Council-appointed members, one of whom is to be an external member, and 6 Ministerially-appointed members;
- The skills mix for external Council membership, to provide that the Nominations Committee, the Council and the Minister ensure the following in making relevant nominations and appointments:
  - that Council members have, amongst them, the skills and expertise necessary to ensure that the Council can fulfil its responsibilities under the new Act;
  - that Council members reflect the diversity of the Australian population, including in relation to gender and Indigenousness;
  - that members’ places of residence reflect a balance that is appropriate having regard to the university’s status as Australia’s national university;
  - that there is an appropriate balance between renewal and continuity in making appointments to the Council;
  - that persons appointed as members of Council have an understanding and appreciation of the purposes of the University, its independence and academic freedom, the University’s national role and what the university’s external community needs from it;
- Transitional Council membership provisions
- A restatement of the provision in respect of the Vice-Chancellor, where:
  - The Vice-Chancellor is the principal academic officer and chief executive officer of the University and is responsible for the academic standards, management and administration of the University;
  - The Vice-Chancellor may also be designated as the President of the University;
- Provisions to clarify the delegable powers

Council noted the broad timelines to which the Department of Education is working in order to bring forward legislation to the Australian Parliament in the 2015 Spring Sitting

Resolved:
That Council:

1. Endorse the long title for the Act, the Preamble and Purpose and Functions sections, together with changes contained in the mark-up of the Australian National University Act 1991, as further amended by Council;
2. Note that:
   - A final mark-up of the Act will be settled by the Chancellor, for transmission to the Office of Parliamentary Counsel, through the Department of Education.

PART 3: STRATEGIC ISSUES

13. INTERNATIONAL STUDENT DIVERSITY PROGRESS REPORT

The Pro Vice-Chancellor (International and Outreach) led a discussion with Council on the current international student profile and measures being taken to address market diversification.

Amongst the points discussed were:

- The proportion of international students at ANU remains steady at 27%, with changes in the mix, namely, an increase in Postgraduate students and a decrease in Undergraduate students
The number of commencing students from China is increasing each year, representing well over 50% of all international students, with Malaysia being the next major market for ANU.

A diversification strategy is in development and will be submitted for Council approval at a future meeting.

Enhancement of student recruitment processes, both at the central, and College levels, will enable improved market positioning of the University’s program offerings, to better meet student demand.

This work is being supported by the delivery of pre-orientation material, including improved access channels and multi-lingual material.

As an important adjunct to recruitment and enrolment processes, student programs are being delivered, such as ‘Aussie 101’, aimed at enhancing cohesion and the on-campus experience for international students. This program is in response to the many challenges faced by international students, in particular, the need to establish a diverse mix amongst student classroom cohorts.

A review is needed of HDR performance and how the University is directing its efforts to grow markets in India, Taiwan, especially in the Sciences and Engineering, and PhD and post-doctoral international students from Europe, France and Germany being pertinent markets.

Council members thanked Dr Lithander for his presentation noting that a market diversification strategy is in development and will be presented to a future meeting of Council, for approval.

14. MELBOURNE ENGAGEMENT STRATEGY

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.

The Chancellor led a discussion with Council on the activities and programmed events conducted at ANU House over 2014. Of note:

- engaged alumni has increased from 1700 in 2013 to 3000 in May 2015;
- mentoring and the ongoing engagement with Melbourne alumni has been a focus of the work of the office, but it is recognised that more is needed to leverage opportunities with the business and professional community.

Council noted the Chancellor’s report on the Melbourne Engagement Strategy.

PART 4: OTHER MATTERS FOR DECISION

15. HONORARY DEGREE NOMINATIONS

Council approved the awarding of the degree of Doctor of Letters *honoris causa* to Professor Adrian Pagan on the grounds of his outstanding achievement as scholar; and the award of degree of Doctor of the University *honoris causa*, each, to Mr Graham and Ms Louise Tuckwell, on the grounds of their outstanding contributions to the University.

16. HONORARY DEGREES FRAMEWORK

Council approved the Honorary Degrees Framework for implementation at ANU.
17. POSTGRADUATE AND RESEARCH STUDENTS’ ASSOCIATION (PARSA) INCORPORATED CONSTITUTION AMENDMENTS

Resolved:
That Council approve amendments to the Constitution of the Postgraduate and Research Students’ Association Incorporated (114/2015).

18. CREATING A SAFE AND RESPECTFUL CAMPUS FOR STUDENTS AT ANU

Council considered the issues raised in the presentation by the Pro Vice-Chancellor (Student Experience) and agreed that a holistic approach is needed to address the issues contained in the report. This approach incorporates:

- Awareness raising with students
- Cultural change targeted to deal with the issue of violence against, and abuse towards, women, and LGBTIQ (Lesbian, Gay, Bisexual, Transgender, Intersex, Queer) students
- Leadership training for Heads of Residence Halls
- Student training to guide effective reporting of incidents so that action can be taken
- A campus alcohol policy supported by effective interventions notably around major university events such as Orientation Week
- University leadership supporting programs such as the ‘Ally’ program
- Increasing the engagement of ANUSA and PARSA in the development and delivery of initiatives to drive culture change, including SSAF funding being directed to increase the number of Counsellors to better meet demand
- University support as an Ambassador of the White Ribbon Campaign to stop violence against women
- A clear University policy of zero tolerance in relation to violent and abusive behaviour and an institutional response in the exercise of its duty of care
- Improvements to campus lighting to enhance the physical safety of the campus, especially in carpark areas, as well as the rollout of CCTVs across campus
- The need for regular reporting to Council in respect of actions being implemented in response to incidents, and, more broadly, in relation to planned measures to improve campus safety and to drive cultural change and
- In relation to non-residential students, improved support, access to counselling services and clarity regarding the reporting of incidents.

In respect of reported incidents about staff bullying and harassment, Council noted that there is an ongoing consideration of these issues by the University management and a report to Council will be presented at a future meeting.

Resolved:
That Council:

1. Endorse the work underway by the Office of the Pro Vice-Chancellor (Student Experience) to address issues of violence and abusive behaviour against women and LGBTIQ students;
2. Approve the University’s role as Ambassador of the forthcoming White Ribbon Campaign to stop violence against women;
3. Receive a report at its next meeting on 24 July 2015 about planned actions being implemented in response to incidents, and, more broadly, in relation to planned measures to improve campus safety and to drive cultural change;
4. Establish a regular report back on progress of actions as part of the Vice- Chancellor’s report to Council, to ensure that Council can effectively oversee and monitor progress; and
5. Note that University management will provide a report to a future meeting of Council in relation to staff issues under investigation.

PART 5: OTHER MATTERS FOR NOTING

19. AUDIT AND RISK MANAGEMENT COMMITTEE – EXECUTIVE SUMMARY

Council noted the summary of major items considered by the Audit and Risk Management Committee (ARMC) at its meeting held on 15 May 2015.
20. FINANCE COMMITTEE – EXECUTIVE SUMMARY

Council noted the summary of major items considered by the Finance Committee (ARMC) at its meeting held on 15 May 2015. Amongst key matters discussed was the financial feasibility analysis in respect of the Union Court redevelopment. The Committee gave its broad support for the project and resolved that commercial revenue streams be further developed for consideration at its next meeting. In addition, the Committee noted the appointment of Flagstaff Partners to undertake analysis and provide expert advice in relation to the development of a Capital Financing Strategy for ANU.

21. ICAC REPORT 2015 – MANAGING CORRUPTION RISKS ASSOCIATED WITH INTERNATIONAL STUDENTS

The Deputy Vice-Chancellor (Academic) commented that the ICAC report was presented to Academic Board and to Council’s Audit and Risk Management Committee together with a report on the work being undertaken by the University to address the issues arising from the ICAC review. Amongst the measures already in place at ANU, Professor Hughes-Warrington advised that the University’s Student Admissions area was also undertaking a number of spot audits of agents.

Council noted the report.

22. FRAMEWORK FOR INTERNATIONAL ARTICULATION AGREEMENTS

Council noted the report.

23. UNIVERSITY SUBSIDIARY ENTITIES QUARTERLY PERFORMANCE REPORTS

Council noted the report.

24. REPORT ON RESEARCH GRANT APPLICATIONS

Council noted the report.

25. REPORT ON EXCELLENCE IN RESEARCH FOR AUSTRALIA 2015 SUBMISSION

Council noted the report.

26. UNIVERSITY RESEARCH PLAN 2015 AND RESEARCH OPERATIONAL PLAN 2015

Council noted the University’s 2015 Research Plan and 2015 Research Operational Plan.

27. ADMINISTRATIVE REFORM UPDATE

Council noted the progress report on the implementation of administrative reform at ANU.

28. 2015 FIRST HALF-YEAR STUDENT ENROLMENTS PROGRESS REPORT

Council noted the progress report on 2015 student enrolments (118/2015).

29. 2014 ACADEMIC BOARD ANNUAL REPORT

Council approved the 2014 Academic Board Annual report (119/2015).

30. POWER OF ATTORNEY

Council noted the transactions over which the Investment Manager exercised the Power of Attorney between 4 March and 1 May 2015.
31. UNIVERSITY SEAL REPORT

Council noted the document to which the University Seal had been affixed since the last meeting of Council held on 27 March 2015.

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

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

PART 6: OTHER BUSINESS

33. QUESTION TIME

There were no matters raised in Question Time.

34. OTHER BUSINESS

Council noted that Ms McKenna’s current term of membership on the Finance Committee will expire on 30 June 2015.

Council resolved to approve the reappointment of Ms Siobhan McKenna to the Committee for a further term of two years, effective from 1 July 2015 to 30 June 2017.

No other business was raised.

35. NEXT MEETING

Council noted that a special meeting will be held on 28 June 2015 (subsequently rescheduled to 23 June 2015) and its next meeting will be held on 24 July 2015.

Date: ______________________

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

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