COUNCIL

The 452nd meeting of the Council will be held at 9.15am on Friday 24 May 2019 in the R C Mills Room, Chancelry. Any additional information will be available at the meeting or on the Secure Server.

All enquiries should be directed to the Secretary on 0416-277-014, or (02) 6125 2113, or by email: director.governance@anu.edu.au.

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

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GLOSSARY
IMPORTANT INFORMATION FOR MEMBERS

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

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

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

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

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

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

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

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

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

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

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

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

AGENDA ON THE INTERNET
The agenda and minutes for meetings of Council are available on the Internet at:
http://www.anu.edu.au/about/governance/council

GLOSSARY
A glossary of common terms and acronyms used in the University has been provided in the Attachment section of this agenda.
PART 1 – PROCEDURAL ITEMS

1. ANNOUNCEMENTS AND APOLOGIES

Ms Natasha Stott Despoja is an apology for this meeting, leave having been granted on 29 March 2019 for personal reasons.

Dr Doug McTaggart is an apology on account of interstate work commitments.

The Chancellor to report that the Minister for Education, on 10 April 2019, appointed Mr Michael (Mike) Baird to the ANU Council effective 1 August 2019 for a period of four years. He will succeed Mr Graeme Samuel who concludes his second four-year term on 31 July 2019.

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

4. ARRANGEMENT OF AGENDA

1. The Chair will ask whether any further items should be considered confidential.
2. The Chair will ask whether any further items should be starred for discussion.
3. The Vice-Chancellor will move that the unstared items be dealt with as proposed in the agenda.
4. The Chair will invite members to foreshadow matters to be raised under Part 6, Other Business.
5. The Chair will ask if there are any agenda items that need to be re-sequenced.

C5. MINUTES

RECOMMENDATION

That Council approve the minutes of the meeting held on 29 March 2019 (13/2019).
THE AUSTRALIAN NATIONAL UNIVERSITY
COUNCIL MINUTES

The 451st meeting of the Council was held at 9:15am on Friday 29 March 2019, in the R C Mills Room, Chancelry.

Confidential until confirmed by Council
PART 2 – KEY BUSINESS ITEMS

C6 - 8. Confidential to Council Members
PART 3 – STRATEGIC ISSUES

9. UNIVERSITY EXPERIENCE PLAN - PRESENTATION

PURPOSE To consider a strategic update on implementation of the University Experience Plan.

PREPARED BY Office of the Provost

REVIEWED BY Provost

APPROVED BY Provost

SPONSOR Provost

RECOMMENDATION That Council note the strategic update about the University Experience portfolio.

ACTION REQUIRED

For discussion ☑️ For decision ☐ For information ☑️

CONSULTATION

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

BACKGROUND

The University Experience Plan is one of six Executive Plans, developed to operationalise and implement the ANU Strategic Plan.

The presentation will be delivered by the Provost.

COMMUNICATION

☑️ For public release ☐ For internal release ☐ Not for release
10. PHILANTHROPIC PRESENTATION – MAYI KUWAYU STUDY

PURPOSE
For Council members to receive a philanthropic presentation (a ‘pitch’) on the Mayi Kuwayu study.

PREPARED BY
Development Manager, Joint Colleges of Science, Health and Medicine and Deputy Director (Operations), ANU Advancement

REVIEWED BY
Vice-President (Advancement)

APPROVED BY
Vice-President (Advancement)

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the philanthropic presentation on the Mayi Kuwayu study.

ACTION REQUIRED
☑ For discussion ☐ For decision ☑ For information

BACKGROUND
During 2018, the ANU Council received a series of presentations on projects that have strong philanthropic potential. This is also a 15-minute opportunity for researchers to inform, and receive feedback from, Council.

The first philanthropic presentation, concerning the Sustainable farming project, was delivered by Professor David Lindenmayer at the 6 April 2018 meeting. The second presentation was on the ANU Humanitarian Health Hub, presented by Dr Kamalini Lokuge and Professor Emily Banks at the 25 May 2018 meeting. The third presentation was on the National Scholars program, presented by the Deputy Vice-Chancellor (Academic), Professor Marnie Hughes-Warrington and current ANU student and scholarship recipient, Lachlan Arthur, at the 20 July 2018 meeting. The fourth presentation was on the 3Ai Institute, presented by Professor Genevieve Bell at the 5 October 2018 meeting and the final meeting of the year was on Clear Vision research presented by Dr Riccardo Natoli.

In 2019, the 29 March Council meeting was presented a compelling case from the Centre for Personalised Immunology. Feedback to date is that the presentations on the Centre for Personalised Immunology, National Scholars program and Clear Vision research have been the best to date.

ANU Advancement have recorded the National Scholars program presentation to utilise for training purposes for presenters who are invited to pitch to the ANU Council. Presenters also undertake a ‘test’ presentation in front of ANU Advancement staff at their weekly skills and information sessions. A comprehensive training program for researchers similar to the ANU media training run by SCAPA is also under development.

SUMMARY – THE MAYI KUWAYU STUDY

Associate Professor Ray Lovett will present on the Mayi Kuwayu study.

It is estimated that achieving equity in socioeconomic areas such as education, employment and income status would only close half of the gap between the health and wellbeing of Aboriginal and Torres Strait Islander peoples compared to non-Indigenous peoples. Fifty percent of the equation is missing.

We believe culture is the missing link.

Australia’s First Peoples have long said that strong culture is related to good health and wellbeing but, despite this, culture has been overlooked as a health determinant. We need the evidence to prove this. The Mayi Kuwayu will provide this evidence to

PART 3 – STRATEGIC ISSUES
show the impact of culture on health and wellbeing, and the cascading benefits associated with investment in culture.

This ground-breaking study will change the landscape of how Australian people, policies and health programs view and address Aboriginal and Torres Strait Islander health.

Associate Professor Ray Lovett is an Aboriginal (Wongaibon) man from western NSW. He is an epidemiologist with extensive experience in health research, public health policy development and evaluation.

**Associate Professor Lovett** is an NHMRC Early Career Fellow and Program Leader Aboriginal and Torres Strait Islander health with the Chronic Disease Epidemiology group at NCEPH, Australian National University.

Prior to his research career, **Associate Professor Lovett** was a health policy advisor in the Aboriginal health workforce. He has a clinical background as a registered nurse and Aboriginal health worker.

He is recognised nationally for his work in Aboriginal and Torres Strait Islander primary health care research. His work includes integrating culture and Aboriginal and Torres Strait Islander research ethics.

Council members are encouraged to provide further feedback following each presentation directly to [barbara.miles@anu.edu.au](mailto:barbara.miles@anu.edu.au)

**ATTACHMENT**

10.1 Mayi Kuwayu Proposal

**COMMUNICATION**

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

C11 - 15.  Confidential to Council Members
16. COUNCIL COMMITTEE MEMBERSHIPS

PURPOSE
For Council to approve the membership of, or Chair to, Council Committees.

PREPARED BY
Associate Director, Corporate Governance and Risk Office

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Committee Chairs

SPONSOR
Chancellor

RECOMMENDATION
That Council approve the recommendation concerning the next Chair of the Finance Committee, and note the Council Committees update.

ACTION REQUIRED
For discussion ☐  For decision ☑  For information ☑

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

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

BACKGROUND
All Committees of Council are governed by their respective Charter, as approved by the Council. The Charters provide for, among other things, the membership of each Committee. On 30 June 2019, the terms of a number of current-serving members will expire for the Campus Planning Committee.

Council is asked to approve the following:

FINANCE COMMITTEE

1. Appointment of Chair:

   a. The current Chair, Mr Graeme Samuel, reminded members at its meeting of 10 May 2019 that his final meeting of this Committee will be 5 July 2019 before his term on Council (and therefore this Committee) concludes on 31 July 2019.

   b. Under the Finance Committee Charter, the Council is required to appoint the Finance Committee Chair, who must be a member of Council.

   c. The Committee resolved to recommend to Council that Council member and member of the Finance Committee, Dr Doug McTaggart, be appointed Chair of the Finance Committee from 1 August 2019 until the end of his term on Council, 30 June 2020. Dr McTaggart agreed, on 10 May 2019, to accept should Council appoint him to the role.
FOR NOTING

CAMPUS PLANNING COMMITTEE (CPC)

2. Mr Malcolm Snow’s term on the CPC will end on 30 June 2019. A search for his successor is underway.

3. The Chancellor (also the CPC Chair), Professor the Hon Gareth Evans, will complete his term on Council and the CPC on 31 December 2019.

4. Remaining members of the Committee, whose terms do not expire in 2019, are:
   - Professor Brian Schmidt (ex officio, Vice Chancellor)
   - Ms Naomi Flutter (Council member)
   - Ms Anne-Marie Schwirtlich (Council member)
   - Mrs Claire Shrewsbury (Council member)
   - Mr Terry Weber (external member)
   - Mr Rob McGauran* (ex officio – Chair, Campus Development Advisory Committee)

5. *Mr Rob McGauran became a member of CPC when he was appointed by the Chief Operating Officer to the role of Chair, Campus Development Advisory Committee on 2 May 2019.

COMMUNICATION

For public release ☐  For internal release ☐  Not for release ☑
17. **ARMC CHARTER - REVISED**

**PURPOSE**
To present a revised Audit & Risk Management Committee Charter

**PREPARED BY**
Auditor, Corporate Governance and Risk Office

**REVIEWED BY**
Manager, Audit and Risk, Corporate Governance and Risk Office

**APPROVED BY**
Director, Corporate Governance and Risk Office

**SPONSOR**
Vice-Chancellor

**RECOMMENDATION**
That Council approve the revised Audit and Risk Management Committee Charter.

**ACTION REQUIRED**

- For discussion [ ]
- For decision ☑
- For information [ ]

**CONSULTATION**

- Staff [ ]
- Students [ ]
- Alumni [ ]
- Government [ ]
- Other [ ]
- Not applicable ☑

**COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION**

- Finance [ ]
- Audit & Risk Management ☑
- Campus Planning [ ]
- Remuneration [ ]
- Major Projects [ ]
- Honorary Degrees [ ]
- Nominations [ ]
- Academic Board [ ]

**BACKGROUND**

At the March 2019 meeting, the ARMC requested that the existing Audit & Risk Management Committee Charter be updated to align with the December 2018 updated Department of Finance Guide for Corporate Commonwealth entities on the role of audit committee.


The Corporate Governance and Risk Office completed its review of the Charter and presented the revised document to the ARMC on 15 May 2019, which was endorsed (with the addition of a further section concerning *engagement with the Australian National Audit Office*) for Council approval.

**ATTACHMENT**

17.1 Revised Audit & Risk Management Committee Charter

**COMMUNICATION**

- For public release [ ]
- For internal release [ ]
- Not for release ☑
PART 5 – OTHER MATTERS FOR NOTING

C18. Confidential to Council Members
19. STRATEGY DOT ZERO - PRESENTATION

PURPOSE
To present a presentation of the Strategy Dot Zero software solution

PREPARED BY
Auditor, Corporate Governance and Risk Office

REVIEWED BY
Manager, Corporate Governance and Risk Office

APPROVED BY
Director, Corporate Governance and Risk Office

SPONSOR
Chief Operating Officer

RECOMMENDATION
That Council note the presentation.

ACTION REQUIRED
☑ For discussion  ☐ For decision  ☑ For information

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

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

SUMMARY
At the Council Planning Day (14-15 February 2019), Council requested a presentation about the University’s new Business Planning and Reporting software, Strategy Dot Zero.

The Division of Planning and Performance Measurement will present a demonstration of the Strategy Dot Zero software, focusing on Strategic and Business Planning, and Risk Management modules.

The final design of the software is expected to be completed and used by the University during 2019.

COMMUNICATION
For public release ☐  For internal release ☐  Not for release ☑
C20 - 21. Confidential to Council Members
22. CECS REIMAGINE – PROGRESS REPORT

PURPOSE
For Council to receive a project progress report.

PREPARED BY
General Manager, CECS

REVIEWED BY
Dean, CECS

SPONSOR
Chief Operating Officer

RECOMMENDATION
That Council note the progress made since the CECS Reimagine Project was approved by Council on 7 December 2018.

ACTION REQUIRED
☑ For discussion □ For decision ☑ For information

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

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

Finance Committee considered this Report on 10 May 2019.


BACKGROUND
The ANU Council approved the CECS Re-imagine project on 7 December 2018, at which time it also requested that progress reports be submitted to Council, FC, and ARMC at six monthly intervals.

The Reimagine project is a 15-year long, approximately $350M investment in building a viable engineering and computing College through which ANU can take a global intellectual lead in shaping the complex interplay between society, science and technological systems. CECS will become a key driver and exemplar of ANU’s overall strategies for managed growth, research revenue and innovation.

Approximately half of the investment will be in capital works and the other half in forward investment to hire 100 faculty who will bring contemporary, outwardly-focused and interdisciplinary capability to ANU.

PROGRESS MADE IN 2019

Figure 1 summarises the qualitative objectives of the project, Figure 2 summarises the quantitative outcomes and Figure 3 provides a high-level overview of the intermediate milestones of the project; all as approved on 7 December 2018.
### Figure 1: Summary of the 6 objectives of Reimagine

<table>
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<th>Students</th>
<th>Education</th>
<th>People</th>
<th>Research</th>
<th>Engagement</th>
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<tr>
<td>Pathways – in, out &amp; back</td>
<td>'Big tent' new CS &amp; Eng</td>
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<td>Student Experience</td>
<td>Identify, scale &amp; evolve</td>
<td>Organisational health &amp;</td>
<td>Scale, target &amp; quantify</td>
<td>Scale, target &amp; quantify</td>
<td>Science, infrastructure</td>
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<td>People</td>
<td>Cultural development</td>
<td>Identify, scale &amp; evolve</td>
<td>HLT sector</td>
<td>Active student – staff &amp;</td>
<td>Research &amp; development</td>
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<td>Pathways</td>
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<td>Research</td>
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**Enablers**

- Governance
- Risk & Audit

**Enabler**

- World-class spaces and infrastructure that attract and inspire

**Governance**

- Rich bilateral exchange of ideas & people at scale, across disciplines, so that we are changed: and we change the world.

**Risk & Audit**

- Rich bilateral exchange of ideas & people at scale, across disciplines, so that we are changed: and we change the world.

**World-class spaces and infrastructure that attract and inspire**

### Figure 2: (a) CECS in 7 years; (b) CECS at end-state in 2033

- **In 7 years**
  - Grow college staffing from 246 to 465
  - Grow CECS full time students from 1600 to 2000
  - Increase percentage of women staff member from 10% to 30%
  - Increase footprint from 13,000m² to 36,000m² (including 3,000m² dedicated to industry collaboration)
  - Grow from 2 research schools to 4, and 3 new inter-disciplinary institutes

- **In 15 years**
  - Grow college staffing from 465 to 525
  - Grow CECS full time students from 3200 to 4200
  - Increase percentage of core faculty numbers by a further 15%
  - Increase percentage of male students from 30% to 40%
  - Increase percentage of female students from 35% to 40%
  - Increase footprint by another 6,000m² to 42,000m²
  - Grow from 2 research schools to 4, and 3 new inter-disciplinary institutes
Pre-launch (2018-19)

Marshal the minimum-viable capabilities – people, processes, products, infrastructure – needed to launch Project Reimagine on its way.

Objective: Establish Project Reimagine as a “start-up”

Key milestones:

1. Advance recruitment of key staff started.

"Tentpole hire" search processes for Professors commenced in Q4 of 2018, with searches in: secure hardware and software systems; cybernetics; space systems engineering; urban systems engineering. One appointment has been made in cybernetics, we will shortly appoint a visiting fellow and are in negotiation for a joint appointment – both in space systems engineering, we are interviewing for secure hardware and software systems and the search continues in space systems engineering and urban systems engineering. Recruitment continues on the basis that the space systems engineering hire will be a joint appointment with InSpace and that the urban systems engineering hire may have a joint appointment with the Fenner School. The latter has uncovered new opportunities to collaborate with Fenner going forward.

The plan now is to close out this wave of recruitment and turn attention to the next wave of senior hires, some of which will be hired with education and leadership expertise in mind.

The search for Directors of Computer Science (CS); Electrical, Energy and Materials Engineering (EEME); and Aerospace, Mechanical and Environmental Engineering (AMEE) commenced at the start of 2019. The field for EEME is shaping up to be much stronger than yielded for that school when it was an undifferentiated Engineering school and prior to Reimagine. The field for CS is currently narrow but acceptable given the very challenging recruitment environment for CS. The Interim Director of CS is performing strongly in the role, implementing improvements in supervision and performance management which will enhance the attractiveness of CS for both established and early career Academics in the future. It is hard to judge the field for AMEE. Overall, the search is on track. The search firm provided feedback on general themes observed being:

*Elanor is held in very high regard (this was from both people interested and not interested in the role). They think her plans are very bold, ambitious and exactly what engineering needs moving forward. They see Elanor as inspiring and that she brings great vision and leadership to her role. Reimagine plan is great - ANU are doing this at the “perfect time”, being able to reposition themselves for the future.

PART 5 – OTHER MATTERS FOR NOTING
Finding Directors at this level right now is very difficult.

Two people I spoke with from UNSW said that they feel ANU are going to be leaders in certain fields, they see UNSW Engineering as way “too large” and too dependent on student numbers rather than research or looking into the future. They like the direction ANU is heading”

RSCS, RSEEME, 3Ai and the Cyber Institute are all recruiting more junior academic staff with overall coordination at the College level. Offers are about to go out from EEME and interviews are about to commence in CS. The Professional Services Group is reconfiguring to orient towards the new scale and breadth of operations of the College with 14 appointments made to backfill existing vacancies and build capability in HR, Marketing and the Research Information Office. Specialist recruitment has also secured a senior program manager to manage work relating to infrastructure projects.

2. **2 new research schools created.**
Completed and approved in the 7 December 2018 Council meeting.

3. **Existing Research School of Engineering renamed.**
Completed and approved in the 7 December 2018 Council meeting. The Research School of Engineering has been renamed the Research School of Electrical, Energy and Materials Engineering. Work now commences to become that school.

4. **Commenced programs to develop and accredit new degrees.**
The pilot curriculum and named Master degree for the 3A Institute were both approved in the second half of 2018. A Masters in Engineering with social science electives having full status, and a cross-school Masters of Computer Vision and Machine Learning were approved in 2018.

5. **Commenced programs to market and recruit students into new degrees.**
The pilot 3Ai curriculum was marketed almost entirely on social media, resulted in 173 applications for 10 places and ultimately admitted 16 students with a 50:50 gender split. Recruitment into the MEng and MCV were delayed as part of the whole-of-ANU load management program. The slightly older Masters of Applied Data Analytics degree that is jointly operated by RSCS, the social research centre in CASS and RSFAS in CBE continues to do well as a gender balanced degree with good numbers of domestic postgraduate students.

6. **Commenced programs to develop new research, industry and engagement projects.**
In addition to extant activities, the 3A institute, the Battery Storage and Integration team, and the computer systems team have all attracted new industry and government funding as part of research, sponsored education and engagement. Increased capacity and capability in the college is starting to allow CECS to respond to requests to lend expertise to project led from other parts of ANU. Examples include inSpace and the Centre for Entrepreneurial AgriTechnology (CEAT). We are exploring opportunities to target tentpole hires to accelerate such activities

7. **Intensive project validation activities complete.**
The goal of this project is to establish and then maintain situational awareness. We are in maintenance phase at the College level. Attention now turns to establishing a similar degree of situational awareness at the School level, particularly for the foundation schools.

8. **Commenced capital expansion.**
This part of the project is somewhat behind where we would like, but not disastrously so.

The Hanna-Neumann building (the joint ANU-ASD building) was occupied by RSCS and MSI in 2018. Occupation by ASD was delayed for a range of reasons beyond the control of CECS and CoS. The relationship is nascent, but good will remains on both sides.

Strip-out of the Birch Building is nearly complete. Detailed blocking design for the refurbishment is behind schedule. This is driven partly by difficulties associated with designing space for academic expertise that we do not hold; and partly because the College did not have a dedicated infrastructure
specialist or governance program. To manage the risk, the College has appointed a dedicated
Associate Director – Infrastructure to guide the next 12 months of the capital program. A college-level
Precinct Planning Committee has been established, along with a reference group.

CONCERNS/RISKS/REFLECTIONS

The Reimagine Project is a risk management strategy for ANU and for CECS. Principle risks are
unchanged.

Recruitment of senior leaders remain essential to the success of this project. The “tentpole hire"
process will yield a few key hires. Just as importantly, it has proven to be an effective soft-launch
strategy leading into the Director recruitment process and junior academic recruitment. External
visibility of the project is growing nicely, and feedback about the overall direction is extremely positive.
The Dean is overseas for the May ARMC, Finance Committee and Council meetings because she is
recruiting in the UK and Europe.

The creation and filling of a full-time Deputy Dean position has led to a step change in the pace, scale
and quality of what can be done. In addition to the fresh insight and perspective, the Deputy Dean
takes operational charge of the College, thereby creating capacity in the Dean’s office for recruitment
and strategic activities.

Likewise, a change-specialist General Manager has brought much-needed discipline, strategy,
structure and scale to the College.

Real forward momentum in the foundation schools rests on appointment of permanent Directors. The
Interim Director of RSCS is performing strongly in the role.

Reorienting the foundation schools in CECS and having them engage fully with their new strategic
environment is a long-term change project in and of itself. The Reimagine Project is a risk
management strategy to achieve that. Early steps – such as reconfiguring internal supervision
structures, hiring entrepreneurial fellows and appointing Reimagine fellows from existing staff - are
being taken now.

Engagement with the new strategic direction for CECS from within ANU and beyond CECS is
generally positive and growing as joint hires, joint research and joint education activities commence.

Operationalising the student load caps and changes in admissions practices ANU-wide are impacting
on current year and pipeline admissions in the Bachelor of Engineering. This is being carefully
monitored and a more in-depth analysis of the current approach has been requested of the relevant
service divisions. ANU’s nascent capability with regard to forecasting creates a risk that estimates of
EFTSFL will be incorrect and distort decision-making and student load outcomes in the short term. This
is being carefully monitored.

New activities in CECS, such as the institutes and the battery and integration program, are delivering.
They need continued support to establish themselves and gain a firm footing.
Figure 4 summarises the operational plan as presented to Council in December 2018.

The majority of activities in the operational plan as outlined in Figure 4 are on track or have been completed. Some activities have been pulled forward (such as fully-fledged academic recruitment, the delivery of new masters degrees and the new organisational structure for the professional services group), some have been held back as a consequence (such as a ~6 month delay in the strategic analysis of engagement opportunities) and some are behind and being actively managed (such as the capital expansion and 3 year communications strategy).

**PROGRESS AGAINST TARGETS**

Consistent with the Business Case, Table 1 indicates that forecast expenditure to support the Project is on track.

**Table 1- Work stream expense allocation**

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td>Total Revenues (Operating Grant)</td>
<td>$39,465,627</td>
<td>$46,425,672</td>
<td>$49,956,228</td>
<td>$54,944,517</td>
<td>$61,371,854</td>
<td>$69,137,216</td>
<td>$77,556,528</td>
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<td>Expenses</td>
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<tr>
<td>Enablement</td>
<td>$1,772,845</td>
<td>$3,375,114</td>
<td>$7,515,677</td>
<td>$6,838,743</td>
<td>$4,118,084</td>
<td>$4,619,153</td>
<td>$59,683,716</td>
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<td>People</td>
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<td>$5,408,297</td>
<td>$8,987,943</td>
<td>$14,467,163</td>
<td>$15,878,182</td>
<td>$18,257,417</td>
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<tr>
<td>Infrastructure</td>
<td>$1,493,508</td>
<td>$4,518,737</td>
<td>$7,942,391</td>
<td>$7,379,616</td>
<td>$6,539,663</td>
<td>$7,682,648</td>
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<td>Education</td>
<td>$8,434,051</td>
<td>$10,024,596</td>
<td>$12,628,992</td>
<td>$15,677,879</td>
<td>$16,874,030</td>
<td>$18,434,006</td>
<td>$221,467,476</td>
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<tr>
<td>Engagement</td>
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<td>$3,714,310</td>
<td>$4,945,001</td>
<td>$6,517,895</td>
<td>$7,338,176</td>
<td>$8,125,370</td>
<td>$9,020,853</td>
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<tr>
<td>Research</td>
<td>$5,783,526</td>
<td>$9,375,622</td>
<td>$11,408,012</td>
<td>$17,175,691</td>
<td>$20,349,160</td>
<td>$23,674,346</td>
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<td>Students</td>
<td>$1,363,326</td>
<td>$4,574,146</td>
<td>$6,154,641</td>
<td>$8,309,306</td>
<td>$8,810,104</td>
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<td>$189,707,999</td>
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<tr>
<td>Total Expenses</td>
<td>$30,685,661</td>
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<td>$57,698,338</td>
<td>$76,426,355</td>
<td>$80,016,778</td>
<td>$91,095,090</td>
<td>$100,064,190</td>
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</tbody>
</table>

Overall allocations for the project remain consistent with the forecast. Note: Revenue includes: Teaching Income; HERDC return and NIG only. Net operating result will not return to surplus until 2029 (as below table). The 2018 results were marginally better than expected. Expenditure in 2019 is slightly below estimates, with recruitment expenses not likely to impact outgoings until 3rd Quarter.

**PART 5 – OTHER MATTERS FOR NOTING**

66/2019
Teaching Revenue has increased slightly in the current year, with 2018 recording an increase in domestic students and a decline in overseas students.

Graph 1 – Projected Teaching Revenue (by student location/citizenship)

Revenue projections remain unchanged from the Business Case at this point.

Graph 2 – Projected revenue & existing funding sources

Operating expenses in 2018 were marginally lower than expected.

PART 5 – OTHER MATTERS FOR NOTING
Postgraduate courses grew marginally in 2018, largely due to the intake of students in the 3Ai Master’s program.

**Graph 3 – Operating expenses by Category**

[Graph showing operating expenses by category from 2017 to 2023]

**Graph 4 – Projected teaching revenue by student cohort**

[Graph showing projected teaching revenue by student cohort from 2017 to 2023]

**PART 5 – OTHER MATTERS FOR NOTING**
NEXT STEPS

The operational and business plans for the College are attached. They describe the details of activities for the next 12 months. The key foci now are:

- Recruit Directors and senior academics in collaboration with the rest of ANU and external partners
- Continue reorientation of foundation schools in the interregnum
- Continue to stabilise the institutes
- Continue to progress cultural change by support and reward for early adopters
- Escalate pace on next phase of the capital program

Update

The Finance Committee is asked to note that there were typographical errors in the governance chart presented to Finance Committee and Council in November and December of 2018. Those typographical errors have been corrected in the consolidated planning documentation that has been drawn together based on Council decisions over the duration of 2018. A standalone version of the corrected governance chart is attached to this paper.

ATTACHMENTS (Confidential to Council members)

22.1 Operational Plan (penultimate draft)
22.2 Business Plan (penultimate draft)
22.3 Risk Register (updated)
22.4 Project Governance Chart (updated)

COMMUNICATION

☐ For public release    ☐ For internal release    ☒ Not for release
23. ENGAGEMENT WITH GOVERNMENT – POST ELECTION 2019

PURPOSE
For Council to note the University’s engagement with the Federal Government.

PREPARED BY
Manager, Government Relations

REVIEWED BY
Vice-President (Engagement and Global Relations)

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note the University’s engagement strategy with the next Federal Government, including an emphasis on ANU policy expertise.

ACTION REQUIRED
☑ For discussion ☐ For decision ☐ For information

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

COUNCIL COMMITTEE / ACADEMIC BOARD CONSIDERATION
☐ Finance ☐ Audit & Risk Management ☐ Campus Planning ☐ Remuneration
☐ Major Projects ☐ Honorary Degrees ☐ Nominations ☑ Not applicable

BACKGROUND
As part of Council discussions at its Planning Day (14-15 February 2019), the matter of post-election opportunities and risks was discussed.

Council requested that a report be presented at its May 2019 meeting about the University’s unique policy strengths and expertise with a view to engaging with the (potentially new) government post-election.

The following paper addresses this at the Government and Parliamentary level, and includes initiatives conducted pre-election.

POLITICAL ENGAGEMENT

ANU maintains an active relationship with the Australian Parliament, engaging directly with Ministers and Shadow Minister, Members of the House of Representatives and Senators and their staff to ensure that the breadth and quality of ANU policy expertise is understood and accessible. Through both its academic areas and central teams in Strategic Communications and Public Affairs (SCAPA), we regularly undertake direct briefings with Parliamentarians, host post policy briefings on the Hill on significant topics, private ‘Chatham House’ dinners on policy topics, as well as public forums at Parliament House and at ANU.

We also make use of our proximity to Parliament House when launching strategic initiatives and making major announcements. This is in addition to deep engagement with the parliamentary press gallery and the regular issue of commentary, media releases and expert alerts on policy issues.

Election Initiatives

The University hosted a series of public events and media activities to promote ANU expertise in public policy during the 2019 Federal election campaign. This included an ANU Public Panel series (with live-recordings generating 1200 downloads), culminating in a forward-looking event at the National Press Club, the popular “Democracy Sausage” series of policy podcasts (6100 downloads), an ANU Election Conversations videocast series and a series of articles on policy issues. All election activity was captured on a single web platform so Australians can readily engage with the expertise available. ANU Media has helped shape the debate and influence the agenda through the generation
of extensive media coverage across the election campaign using a pool of policy-specific expertise from ANU.

To date ANU experts have generated 743 media items for a total combined audience of 74.8 million. The University also maintains an up-to-date Experts Guide, which is an online database of ANU expertise available to media and policy makers.

See Attachment 23.1 for a summary of ANU Pre-Election initiatives.

Initiatives Post-Election

The University will, as post previous elections, run an active engagement campaign with new and returning Parliamentarians to directly engage them with our policy expertise. This includes:

- Personalised congratulations letters to all MPs and Senators highlighting ANU strengths and initiatives in their areas of interest, offering policy briefings and inviting engagement, providing direct contact information assistance in accessing ANU expertise.

- Letters to Ministers and Shadow Ministers, providing information on ANU expertise related to their portfolio, contact details and request to engage with their office, and an invitation to a dinner hosted by the Vice-Chancellor focused on a policy question of their choice. These letters are followed up with calls to offices, and where appropriate, meetings with the Vice-Chancellor or senior ANU representatives.

- All correspondence includes relevant State / Territory ANU briefs including student representation and Tuckwell Scholars.

- Commencement of the ANU Expert Policy Briefings series at Parliament House for Members, Senators and staff on topics including: a focus on international multilateral fora e.g. G20 / ASEAN / APEC / PIF; Australia’s aid investments; trade; energy; climate; population policy; actions post Banking Royal Commission; and Health services.

Considerable work has gone into identifying new initiatives which align with both ANU strategic objectives and the needs of Parliamentarians. These include:

- Academic speed networking, bringing together Parliamentarians from across the spectrum (including cross-bench) and 12 of our leading academics at a national cultural institution after Parliament has risen in the evening (so 8pm). First event planned for the upcoming NGA Monet exhibition.

- Leveraging the Parliamentary Friendship Group System (both policy-themed groups and country-oriented groups) to bring academic expertise to MPs and Senators with an expressed interest in the policy area.

- Working with the International and Parliamentary Relations Office (IPRO), Australian Parliament to engage ANU academics (including ECR and emerging talent) as appropriate with incoming and outbound delegations.

ATTACHMENT

23.1 ANU Initiatives: Pre-Election 2019

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
C24 - 27. Confidential to Council Members
28. ADMINISTRATIVE REFORM - UPDATE

PURPOSE To provide Council with an update on the progress of various measures to improve the University's administration.

PREPARED BY Director, Service Improvement Group

REVIEWED BY Chief Operating Officer

CONSULTED Chief Financial Officer
Registrar, Student Administration Services
Director, Information Technology Services
Human Resources
Planning and Performance Measurement
Marketing and Student Recruitment Division
Facilities and Services

APPROVED BY Chief Operating Officer

SPONSOR Chief Operating Officer

RECOMMENDATION That Council note the progress report on administrative reform at ANU

ACTION REQUIRED ☑ For discussion ☐ For decision ☑ For information

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

The above listed Service Division Directors and Service Divisions were consulted in the preparation of this update to Council.

BACKGROUND The last update on Administrative Reform was provided at the December 2018 Council meeting. This update details the current progress of project activity.

ATTACHMENT 28.1 Administrative Reform Report – May 2019

COMMUNICATION ☐ For public release ☐ For internal release ☑ Not for release
C29 - 33.

Confidential to Council Members

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

PURPOSE
To note the summary of major items considered by the Campus Planning Committee at its meeting of on 13 May 2019.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Policy

APPROVED BY
Director, Corporate Governance and Risk Office

SPONSOR
Chancellor

RECOMMENDATION
That Council note the summary of major items considered by the Campus Planning Committee at its meeting of 13 May 2019.

ACTION REQUIRED
For discussion ☑  For decision ☐  For information ☑

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

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

PART 2: KEY BUSINESS ITEMS

*C5. CAMPUS DEVELOPMENT ADVISORY COMMITTEE – APPOINTMENT OF CHAIR - UPDATE

The Chief Operating Officer (COO), Mr Chris Grange, reported the following:

- On 12 March 2019, the Committee was advised that Professor Holliday had stepped down as Chair of the Campus Development Advisory Committee (CDAC) and, as a result, CPC.
- On 2 May 2019, Mr Robert McGauran was appointed by the COO as the new Chair of the CDAC, a position which is *ex officio* a member of the CPC.
- Mr McGauran is a highly credentialed expert in the area of campus planning and design issues, having worked closely with Monash University, the University of Melbourne, La Trobe University and Swinburne University. He was also the lead consultant for the UNSW Campus Design Masterplan Framework.
- Mr McGauran has been appointed for a five year term (resulting in the Terms of Reference for CDAC being revised).

Resolved:
The Committee noted the appointment of the new Chair of the CDAC.

*C6. ACTON CAMPUS MASTER PLAN – STATUS UPDATE

The Committee received an update from the Director, Facilities and Services, Ms Nicki Middleton.

The presentation highlighted the following:

- Since the March 2019 meeting of the Committee, the document has been the subject of detailed reviews, including with the Chancellor.
Arup and the University have reviewed the ordering of the document, the layout, presentation and the images and diagrams.

The intention is to seek Committee endorsement of the Master Plan at a special meeting of the Committee on 26 June 2019, and then Council approval at its 26 July 2019 meeting.

In discussion, the Committee noted that:

- The 26 June meeting will include the full suite of documents, including the energy and heritage plans.
- The Energy Plan remains unchanged from what was presented to this Committee in 2018.
- There is community interest in the Master Plan, necessitating a communication strategy when it is approved by Council and then announced (possibly on ANU Foundation Day, 1 August 2019).

Resolved:
The Committee noted the current updates and work underway on the Acton Campus Master Plan.

**C7. REDEVELOPMENT OF LIBRARY FACILITIES**

Mr Grange provided the following update:

- A tender was issued for the provision of automated storage and retrieval services, with little interest generated at this stage.
- Partners in Performance have been engaged to undertake a four-week analysis of automated storage and retrieval systems and to examine the merits of on-campus as against an off-campus facilities.

In discussion the Committee noted:

- The different needs of research intensive and coursework needs (rather than merely undergraduate and postgraduate needs).
- The large volume of records stored for the University requiring, or potentially requiring, both on-site and off-site storage.
- In supporting the listed principles, Principle 1 (concerning facilities of a world class research intensive university) could be more ambitious in creating a welcoming, approachable and sustainable library building.
- The COO and the University Librarian will continue to shape the proposal for Committee consideration once sufficiently advanced.

Resolved:
The Committee endorsed the proposed core principles for the redevelopment of Library facilities.

**PART 3: OTHER MATTERS FOR DECISION OR NOTING**

**C8. MAJOR CAPITAL WORKS PROJECTS – PROJECTS UNDERWAY – STATUS UPDATE**

Ms Middleton advised that all Major Capital Works Projects on the ANU campus were tracking suitably, with the only exception being the delays experienced on the Acton Ridge Axis.

In discussion the Committee noted that:

- A number of the major projects would be included in the campus tour following this meeting.
- The Projects portfolio, led by Mr Neill Daly, has undergone a re-structure resulting in a number of experienced and skilled new staff joining the Division.
- An emerging issue concerns soil removal. Numerous excavated sites have been contaminated in some form. This is adding significant costs to project delivery that need to be fully considered when foreshadowing future works.
- The two main options for soil removal currently are removal to an off-site location or encapsulation. Both need careful investigation and transparent communication across the University community.
Resolved:
The Committee noted the update on all major projects currently progressing at the University.

*C9. STUDENT ACCOMMODATION (SA8) UPDATE

Mr David Lamont and Mr Guy Lake joined the meeting.

The Director, Major Projects, Mr Robert Hitchcock, provided an update on the SA8 development.

The Committee noted that the project is progressing as scheduled, but that there are further delays that need to be resolved with regard to the land acquisition process. This is subject to the ACT Emergency Services Agency Commissioner confirming that site access to a potential Emergency Services Centre (ESC) can be accommodated within the Stage 2 Site.

The Committee also discussed matters concerning tree removal, pergola and roof terraces, façade refinements, postgraduate accommodation needs regarding diversity of room and bed sizes, and hazardous in-ground material identified on site.

Mr David Lamont and Mr Guy Lake left the meeting.

Separately, Mr Grange advised members that the Finance Committee on 10 May 2019 had endorsed the proposed PBSA refinancing process.

Resolved:
The Committee:

1. Noted the general update as presented.
2. Noted the update to the development costs to deliver the revised site Master Plan.
3. Agreed to the proposed methodology for dealing with the hazardous in-ground material identified on site.

C10. REPORT ON COUNCIL DECISIONS / DELIBERATIONS

Resolved:
The Committee noted the report on Council decisions and other key issues that Council considered since the last meeting of the Committee.

*12. NEXT MEETING

Resolved:
The Committee noted that a special meeting of the Committee has been scheduled for Wednesday 26 June to discuss the Campus Master Plan.

COMMUNICATION

For public release ☐   For internal release ☐   Not for release ☑
35. ACADEMIC BOARD – EXECUTIVE SUMMARY

PURPOSE
To note a summary of the major items considered at its meeting of 30 April 2019.

PREPARED BY
Secretary, Academic Board

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Acting Chair, Academic Board

SPONSOR
Acting Chair, Academic Board

RECOMMENDATION
That Council note the summary of major items considered by the Academic Board at its meeting held on 30 April 2019.

ACTION REQUIRED
For discussion ☑ For decision ☐ For information ☐

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

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

MEETING SUMMARY

Part 2 Reporting

Item 8 Report from the Vice-Chancellor

The main points made during the discussion included:

- ARC Excellence in Research for Australia (ERA) – the results recently released show that the University ranking has improving significantly since the last ERA in 2015. In 2018, 66% of ANU research received the top rating of 5, compared to an already excellent 58% in 2015.

- ARC’s Engagement and Impact Assessment – a new initiative with mixed results for the University. The Vice-Chancellor noted his disappointment at the early results, and his intention to better communicate the impact of ANU research on society.

- Science in Australia Gender Equity (SAGE): Athena SWAN Award – the University’s application has been submitted. The Vice-Chancellor noted that this process is complex because it requires much coordination to bring together essential ANU activities coherently.

- The Notable Achievements of the following Board members were recognized, with congratulations from the Board:
  - Professor Jodie Bradby of the Research School of Physics and Engineering on becoming President of the Australian Institute of Physics; and
  - Ms Anne Martin, Director of the Tjabal Centre on her Australia Day award.

- Changes to the academic promotions process have been introduced to:
  - Include academic achievement in research impact and commercialisation, where appropriate; and
o Assess the merit of promotion at a single point in time, rather than at set intervals such as the date of the last promotion.

Resolution
Academic Board noted the Vice-Chancellor’s report.

Part 3 Strategic Items

Item 13 Academic Governance Review Report

The Board noted that the University had received a report from Professor Hilary Winchester, who was engaged during 2018 by the Chair, Academic Board to evaluate academic governance at the University against the Higher Education Standards Framework.

The Chair explained that this first examination of the Report should be supported by, and proposed the establishment of, an appointed Academic Board Working Group to consider the recommendations in further detail, in due course.

The Chair invited general discussion about the Report. No general discussion ensued.

The Chair then invited discussion about each recommendation, recognising that several were operational in nature and likely to be supported. Others were more strategic, requiring the input of the Executive (SMG) and/or Council.

The following recommendation was discussed in more detail:

- Recommendation 2(a): Chair, Academic Board becoming a member of the ANU Council
  Board noted that, currently, the Chair, Academic Board is appointed by the Council for two years, on the Vice-Chancellor’s recommendation.

  During the discussion, Board heard that while membership to the Council of its Chair would provide greater access to Council deliberations (and therefore, to positively influence academic governance), distance from Council may also preserve greater independence in securing the best intended academic outcomes for the University. The Vice-Chancellor expressed reservations about recommendation 2(a).

  Board noted that Council membership (that is, with regard to preserving its existing membership of 15 members, rather than the proposed 14 as presented in a draft ANU Bill designed to modernise the ANU Act 1991) is an issue under active consideration by the Council.

Resolution
Academic Board:

1. Accepted the Academic Governance Review Report and noted the recommendations;
2. Established a Working Group (initially) consisting of members of the Steering Group to consider the recommendations;
3. Noted that the Report will also be considered by the Senior Management Group in early May; and
4. Noted that the Report will be provided to Council at its 24 May 2019 meeting, noting points 2 and 3 above.
Item 14  ERA and EI Assessment Outcomes

Resolution
Academic Board noted:

1. The University's outcomes for ERA 2018 and EI 2018-19; and

2. Potential next steps in implementing systems and structures that will lead to improved research quality and improved tracking of the impact of research.

Item 16  Hot Topics

Academic Board discussed the following three poll matters:

- The National Institutes Grant (NIG)
- Quality Management of Academic Staff
- Steering the Decision Making of Academic Board

Resolution
Academic Board noted the 'Hot Topics' discussions.

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

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

PREPARED BY
Communications Officer (Special Events)
Research Services Division

REVIEWED BY
Vice-Chancellor

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

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

ACTION REQUIRED
☐ For discussion  ☐ For decision  ☑ For information

ATTACHMENTS
36.1 Significant Events Register
36.2 Grants and Consultancies Report

COMMUNICATION
☐ For public release  ☐ For internal release  ☑ Not for release
37. POWER OF ATTORNEY

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

PREPARED BY  
Investment Manager

REVIEWED BY  
Chief Financial Officer

APPROVED BY  
Chief Financial Officer

SPONSOR  
Vice-Chancellor

RECOMMENDATION  
That Council note any transactions over which the Investment Manager, exercised Power of Attorney since the meeting of Council on 29 March 2019.

ACTION REQUIRED
  □ For discussion  □ For decision  ☑ For information

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

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

There were no transactions signed under Power of Attorney by the Investment Manager since the last meeting of Council on 29 March 2019.

COMMUNICATION
  For public release  □  For internal release  □  Not for release  ☑

PART 5 – OTHER MATTERS FOR NOTING
38. LEGISLATION

PURPOSE
For Council to note any legislation approved by the Vice-Chancellor since the last meeting of Council.

PREPARED BY
Associate Director, Corporate Governance and Policy

REVIEWED BY
Director, Corporate Governance and Risk Office

APPROVED BY
Vice-Chancellor

SPONSOR
Vice-Chancellor

RECOMMENDATION
That Council note legislation approved by the Vice-Chancellor.

ACTION REQUIRED
☐ For discussion ☐ For decision ☑ For information

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

BACKGROUND
Section 9.6 of the Vice-Chancellorship Statute 2013 requires that if the Vice-Chancellor exercises his power to make a Rule or Order, it must be reported to the Council at the next meeting of the Council after the Rule or Order concerned was made.

SUMMARY OF ISSUES
Coursework Awards Rule 2019

The Acting Vice-Chancellor approved the new Rule on 10 April 2019. These amendments were reviewed and endorsed by the Director – Admission reform, Academic Quality and Standards Office (ASQO), Academic Quality and Assurance Committee (out of session 28 February 2019) and Academic Board (by executive action - out of session 28 February 2019, and subsequently reported at Academic Board 12 March 2019).

The substantives changes stem from the Admission, Scholarship and Accommodation (ASA) and Student Planning and Selection Framework (SPF) reforms requiring changes to the way ANU admits coursework students.

ATTACHMENT
38.1 Coursework Awards Rule 2019

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

New legislation is published on the ANU legislation webpage and the Federal Legislation website.
39. UNIVERSITY SEAL

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

PREPARED BY Executive Assistant, Office of the Vice-Chancellor

APPROVED BY Vice-Chancellor

SPONSOR Vice-Chancellor

RECOMMENDATION That Council note any documents to which the University Seal has been affixed since the last meeting of Council held on 29 March 2019.

ACTION REQUIRED
For discussion ☐ For decision ☐ For information ☑

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

BACKGROUND AND SUMMARY OF ISSUES

The University Seal Statute 2002 came into effect on 11 June 2002. The Statute provides that the seal of the University must not be used except upon the order of the Council or as provided by the Statute. Section 5 of the Statute provides that:

1. Affixing of seal to other documents
   a. If a document is required to be under the seal of the University but the affixing of the seal is not authorised by section 4, the Chancellor or the Vice-Chancellor may direct the custodian to affix the seal of the University to the document, and, at the first opportunity, the Chancellor or the Vice-Chancellor, as the case requires, must report to the Council the action so taken.

The University Seal was affixed to the following document:

3 April 2019 Rural and Remote Health Infrastructure Project

COMMUNICATION
For public release ☐ For internal release ☐ Not for release ☑
PART 6 – OTHER BUSINESS

40. OTHER BUSINESS

PURPOSE
For Council members to raise any other business for the consideration at the meeting.

SPONSOR
Chancellor

RECOMMENDATION
That the Council consider any other business raised.

ACTION REQUIRED
☑ For discussion ◯ For decision ◯ For information
41. NEXT MEETING

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

SPONSOR Chancellor

RECOMMENDATION That Council note that its next meeting will be held on Friday 26 July 2019.

ACTION REQUIRED
- ☑ For discussion
- ☐ For decision
- ☑ For information
ATTACHMENTS
### GLOSSARY OF ANU TERMS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td>AB</td>
<td>Academic Board</td>
</tr>
<tr>
<td>AQAC</td>
<td>Academic Quality Assurance Committee</td>
</tr>
<tr>
<td>AHEGS</td>
<td>Australian Higher Education Graduation Statement</td>
</tr>
<tr>
<td>ANIP</td>
<td>Australian National Internships Program</td>
</tr>
<tr>
<td>ANU</td>
<td>Australian National University</td>
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<tr>
<td>ANUE</td>
<td>ANU Enterprise</td>
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<tr>
<td>AOU</td>
<td>Academic Organisational Unit</td>
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<tr>
<td>AQF</td>
<td>Australian Qualifications Framework</td>
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<tr>
<td>ARC</td>
<td>Australian Research Council</td>
</tr>
<tr>
<td>ARMC</td>
<td>Audit and Risk Management Committee</td>
</tr>
<tr>
<td>ARP</td>
<td>Alumni Relations &amp; Philanthropy Division</td>
</tr>
<tr>
<td>CAP</td>
<td>ANU College of Asia &amp; the Pacific</td>
</tr>
<tr>
<td>CASS</td>
<td>ANU College of Arts &amp; Social Sciences</td>
</tr>
<tr>
<td>CBE</td>
<td>ANU College of Business &amp; Economics</td>
</tr>
<tr>
<td>CECS</td>
<td>ANU College of Engineering &amp; Computer Science</td>
</tr>
<tr>
<td>CFO</td>
<td>Chief Financial Officer</td>
</tr>
<tr>
<td>CGRO</td>
<td>Corporate Governance and Risk Office</td>
</tr>
<tr>
<td>CHELT</td>
<td>Centre for Higher Education, Learning &amp; Teaching</td>
</tr>
<tr>
<td>CHM</td>
<td>ANU College of Health and Medicine</td>
</tr>
<tr>
<td>CoL</td>
<td>ANU College of Law</td>
</tr>
<tr>
<td>COO</td>
<td>Chief Operating Officer</td>
</tr>
<tr>
<td>CoS</td>
<td>ANU College of Science</td>
</tr>
<tr>
<td>CPC</td>
<td>Campus Planning Committee</td>
</tr>
<tr>
<td>CRICOS</td>
<td>Commonwealth Register of Institutions and Courses for Overseas Students</td>
</tr>
<tr>
<td>CSP</td>
<td>Commonwealth Supported Place</td>
</tr>
<tr>
<td>CSS</td>
<td>Commonwealth Support Student</td>
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<tr>
<td>DET</td>
<td>Commonwealth Department of Education and Training</td>
</tr>
<tr>
<td>DSA</td>
<td>Division of Student Administration</td>
</tr>
<tr>
<td>Acronym</td>
<td>Explanation</td>
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<tr>
<td>DSL</td>
<td>Division of Student Life</td>
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<tr>
<td>DTF</td>
<td>Domestic Tuition Fees</td>
</tr>
<tr>
<td>DVC(A)</td>
<td>Deputy Vice-Chancellor (Academic)</td>
</tr>
<tr>
<td>DVC(GE)</td>
<td>Deputy Vice-Chancellor (Global Engagement)</td>
</tr>
<tr>
<td>DVC(RI)</td>
<td>Deputy Vice-Chancellor (Research and Innovation)</td>
</tr>
<tr>
<td>EFT</td>
<td>Equivalent Full Time</td>
</tr>
<tr>
<td>EFTSL</td>
<td>Equivalent Full Time Student Load</td>
</tr>
<tr>
<td>ERMC</td>
<td>Electronic Records Management System</td>
</tr>
<tr>
<td>ESOS</td>
<td>Educational Services for Overseas Students Act 2000</td>
</tr>
<tr>
<td>F&amp;B&amp;S</td>
<td>Finance and Business Services Division</td>
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<tr>
<td>F&amp;S</td>
<td>Facilities and Services Division</td>
</tr>
<tr>
<td>FBT Act</td>
<td>Fringe Benefits Tax Assessment Act 1986</td>
</tr>
<tr>
<td>FC</td>
<td>Finance Committee</td>
</tr>
<tr>
<td>FOI</td>
<td>Freedom of Information</td>
</tr>
<tr>
<td>GMSDD</td>
<td>College General Managers and Service Division Directors (group)</td>
</tr>
<tr>
<td>Go8</td>
<td>Group of Eight</td>
</tr>
<tr>
<td>HDC</td>
<td>Honorary Degrees Committee</td>
</tr>
<tr>
<td>HDR</td>
<td>Higher Degree Research</td>
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<tr>
<td>HECS</td>
<td>Higher Education Contribution Scheme</td>
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<tr>
<td>HELP</td>
<td>Higher Education Loan Program</td>
</tr>
<tr>
<td>HESA</td>
<td>Higher Education Support Act 2003</td>
</tr>
<tr>
<td>HRD</td>
<td>Human Resources Division</td>
</tr>
<tr>
<td>ISF</td>
<td>International Student Fees</td>
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<tr>
<td>ISP</td>
<td>International Strategy &amp; Partnerships</td>
</tr>
<tr>
<td>ITS</td>
<td>Information Technology Services Division</td>
</tr>
<tr>
<td>LO</td>
<td>University Legal Office</td>
</tr>
<tr>
<td>MSRD</td>
<td>Marketing &amp; Student Recruitment Division</td>
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<tr>
<td>MPJSC</td>
<td>Major Projects Joint Sub-Committee</td>
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<tr>
<td>NC</td>
<td>Nominations Committee</td>
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<tr>
<td>NCIS</td>
<td>National Centre for Indigenous Studies</td>
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<tr>
<td>Acronym</td>
<td>Explanation</td>
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<tr>
<td>NHMRC</td>
<td>National Health and Medical Research Council</td>
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<tr>
<td>OVC</td>
<td>Office of the Vice-Chancellor</td>
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<tr>
<td>PG</td>
<td>Postgraduate</td>
</tr>
<tr>
<td>PGPA</td>
<td>Public Governance, Performance &amp; Accountability Act 2013</td>
</tr>
<tr>
<td>PID</td>
<td>Public Interest Disclosure</td>
</tr>
<tr>
<td>PPM</td>
<td>Planning &amp; Performance Measurement Division</td>
</tr>
<tr>
<td>PVC(E)</td>
<td>Pro Vice-Chancellor (Education)</td>
</tr>
<tr>
<td>PVC(I)</td>
<td>Pro Vice-Chancellor (Innovation)</td>
</tr>
<tr>
<td>PVC(UE)</td>
<td>Pro Vice-Chancellor (University Experience)</td>
</tr>
<tr>
<td>RC</td>
<td>Remuneration Committee</td>
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<tr>
<td>RSD</td>
<td>Research Services Division</td>
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<tr>
<td>RTS</td>
<td>Research Training Scheme</td>
</tr>
<tr>
<td>SCAPA</td>
<td>Strategic Communications &amp; Public Affairs</td>
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<tr>
<td>SIG</td>
<td>Service Improvement Group</td>
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<tr>
<td>SIS</td>
<td>Scholarly Information Services Division</td>
</tr>
<tr>
<td>SMG</td>
<td>Senior Management Group</td>
</tr>
<tr>
<td>TEQSA</td>
<td>Tertiary Education Quality and Standards Agency</td>
</tr>
<tr>
<td>Tjabal</td>
<td>Tjabal Indigenous Higher Education Centre</td>
</tr>
<tr>
<td>TLDC</td>
<td>Teaching and Learning Development Committee</td>
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<tr>
<td>TTO</td>
<td>Technology Transfer Office</td>
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<tr>
<td>UA</td>
<td>Universities Australia</td>
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<tr>
<td>UAC</td>
<td>University Admissions Centre (for NSW and ACT)</td>
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<tr>
<td>UG</td>
<td>Undergraduate</td>
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<tr>
<td>URC</td>
<td>University Research Committee</td>
</tr>
<tr>
<td>VC</td>
<td>Vice-Chancellor</td>
</tr>
<tr>
<td>VP(A)</td>
<td>Vice-President (Advancement)</td>
</tr>
<tr>
<td>VP(E&amp;CA)</td>
<td>Vice-President (Engagement &amp; Corporate Affairs)</td>
</tr>
</tbody>
</table>
Our Cultures Count

Strong culture means healthy communities

Culture is a powerful health determinant and is the missing link in Australia’s approach to Aboriginal and Torres Strait Islander health and wellbeing, but we need the evidence to prove this. The Mayi Kuwayu study will provide this evidence and a pathway to Indigenous health equity. To maintain independence on this journey, philanthropic support is vital.
Australia’s First Peoples have long said that strong culture is related to good health and wellbeing.

**ANU leadership**

The Australian National University (ANU) is committed to the advancement of Australia’s First Peoples. ANU is committed to recruiting, supporting and graduating Indigenous students; leading game-changing Indigenous-led research; and working together with Aboriginal and Torres Strait Islander people, communities and organisations to improve their recognition and wellbeing.

Improving health outcomes for Aboriginal and Torres Strait Islander people is a key priority for ANU.

There is still alarming inequality in Indigenous health outcomes. ANU takes a holistic, Indigenous-led, and strength-based approach to improving Indigenous health and wellbeing. Central to this is the recognition and inclusion of culture in research and practice.

Artwork on cover by Krystal Hurst, 2017

This artwork shows the centrality of culture to Aboriginal and Torres Strait Islander people health and wellbeing.
The Gap

It is estimated that achieving equity in socioeconomic areas such as education, employment and income status would only close half the gap in health inequity between Indigenous and non-Indigenous people. Fifty percent of the equation is missing. We believe culture is the missing link.

Australia’s First Peoples have long said that strong culture is related to good health and wellbeing but, despite this, culture has been overlooked as a powerful health determinant.

The Mayi Kuwayu aims to provide evidence to show the impact of culture on health and wellbeing, and the cascading benefits associated with investment in culture.

This ground-breaking study has the potential to change the landscape of how Australian people, policies and health programs view and address Aboriginal and Torres Strait Islander health.

Proof of Concept: Aboriginal rangers show increased health and wellbeing

A Proof of Concept study surveyed 43 Aboriginal rangers and 160 Aboriginal non-rangers in Central Australia. Findings showed that Aboriginal people who had a strong relationship with their culture and country through participating in the ranger program had significantly better health and wellbeing outcomes.

Rangers were twice as likely to have high life satisfaction and 50 per cent more likely to have very high family wellbeing, as well as general good health. This held true even when accounting for differences in education, income, employment and health conditions.

This is one of the first times internationally that the impact of cultural participation on health has been quantified. The results, even from this small sample, were conclusive. These findings contribute to the evidence that strong culture means healthy communities. The Mayi Kuwayu Study will now explore this concept on a national scale.
Mayi Kuwayu - The National Study of Aboriginal and Torres Strait Islander Wellbeing

This study will explore the benefits of cultural participation as well as how a disconnect from culture, land and language can have devastating implications on both physical and mental health. Both scenarios emphasise the importance of investment in culture to achieve health equity for Aboriginal and Torres Strait Islander people, building on strengths of families and communities.

Mayi Kuwayu means “to follow Aboriginal people over time” in Ngiyampaa (Wongaibon) language. The Mayi Kuwayu Study is the largest study of its kind undertaken to inform and improve Aboriginal and Torres Strait Islander health and wellbeing. The study examines how wellbeing is linked to connection to country, cultural practices, spirituality and language use, among other factors. It will provide meaningful evidence for creating better policies and programs, in partnership with Aboriginal and Torres Strait Islander communities, leveraging the strength of some of the world’s oldest living cultures.

This study has been created by and for Aboriginal and Torres Strait Islander people and is led by Wongaibon (Ngiyampaa) man, Associate Professor Raymond Lovett, alongside members of the Aboriginal and Torres Strait Islander Health Program at ANU. The project is conducted in partnership with key Aboriginal and Torres Strait Islander peak bodies from across the country and includes extensive community consultation.

Findings will be shared with Aboriginal and Torres Strait Islander communities throughout Australia so they can use the results in a way that helps them.

The response so far

In February, 180,000 Mayi Kuwayu Study surveys were mailed out to Aboriginal and Torres Strait Islander people across Australia. This follows an initial mail out of 20,000 surveys. There has been a high-level interest in the study with almost 7,000 surveys already received, which is credit to the years of community consultation and partnership underpinning this study. This makes the Mayi Kuwayu Study the largest cohort study of Aboriginal and Torres Strait Islander adults to date.

Responding to community requests, the Mayi Kuwayu team is also conducting workshops to build capacity in data literacy classes across Australia to help communities interpret and use their data in meaningful ways to inform and benefit their community.
Your Impact

The Mayi Kuwayu Study does not accept funding directly from government so as to maintain independence from government agendas. Philanthropic support will directly benefit the Indigenous voices, cultures and people in this ground-breaking study. There are a number of ways you can support.

Long-term partnerships

The Mayi Kuwayu Study is a longitudinal study of a large number of Aboriginal and Torres Strait Islander people who will take the same survey every few years. The strength of this study design is that it generates much needed evidence on what works to improve health over time.

We seek long-term supporters and partners throughout this journey.

A gift of $750,000 per year would ensure the long-term sustainability and ongoing impact of this study.

Fund a Community Researcher

More on-the-ground community researchers are vital to ensuring this study has maximum reach and impact. This helps ensure that all Aboriginal and Torres Strait Islander people have the opportunity to have their voices heard – regardless of age, geographic location, English literacy or contact with the justice system.

In partnership with The Lowitja Institute, the Mayi Kuwayu Study currently employs two on-the-ground community researchers in Alice Springs and Far North Queensland.

A full-time community researcher, including salary, travel, outreach costs and presence at relevant events will cost $100,000 per year.

A gift of $300,000 would cover three priority areas (Broome, Darwin and Perth). This figure can be scaled up or down to reflect the extent of outreach and activities.

The Aboriginal and Torres Strait Islander Health and Wellbeing Centre

The University has committed to establishing an Aboriginal and Torres Strait Islander Health and Wellbeing Centre. This Centre will improve Indigenous health and wellbeing through outstanding high-impact research and education across ANU, based on Aboriginal and Torres Strait Islander leadership, values and ways of doing business.

The Centre will tackle the big systematic issues like racism in the healthcare system and disconnection from country, and will focus on sustainable strength based solutions. One Centre priority area is generating strong evidence on the relationship between culture and wellbeing to influence policy and practice, of which the Mayi Kuwayu Study is an essential component.

We seek major philanthropic and founding partners to support this Centre: partners who share this bold vision for change and reconciliation.
We seek visionary philanthropic partners who want to challenge the current approach to Indigenous health, and who recognise the strength of Australia’s First Peoples.

We look forward to discussing this proposal further.

CONTACT US

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Audit and Risk Management Committee Charter

Introduction

1. The Australian National University (ANU) Council has established the Audit and Risk Management Committee (the Committee) in compliance with section 45 of the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and section 17 of the Public Governance and Accountability Rule 2014 (PGPA Rule).

2. This Charter sets out the Committee’s authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Authority

3. The Council authorises the Committee, within the scope of its role and responsibilities, to:

- obtain any information it needs from any employee and/or external party (subject to their legal obligation to protect information);
- discuss any matters with the University’s external auditors, or other external parties (subject to confidentiality considerations);
- request the attendance of any ANU employee or Council member at Committee meetings; and
- obtain external legal or other professional advice, as considered necessary to meet its responsibilities, at the University’s expense.

Composition and Tenure

3. The Committee shall consist of:

- a Chair, appointed by the Council, who may be a member of the Council, but not the Chancellor, nor a student or employee of the University;
- up to two members of Council, appointed by the Council, who may not be a student or an employee of the University; and
- up to four independent members, appointed by the Council, who may not be a member of Council, nor a student or employee of the University.

4. The Committee may appoint a Deputy Chair from amongst its members.
5. The members, taken collectively, will have a broad range of skills and experience relevant to the operations of the ANU. At least three members shall have appropriate qualifications, knowledge, skills or experience to assist the Committee to perform its functions, with at least one member having accounting or related financial management experience with an understanding of accounting and auditing standards in a public sector environment.

6. Members shall be appointed for up to two years and are eligible for re-appointment.

7. The Council will have regard to the University’s objectives on gender equity, and the need for both continuity and regular renewal, in filling positions on the Committee.

8. Council members may attend Committee meetings, and when they elect to do so, will be provided with Committee papers.

Roles and Responsibilities

9. The Committee exercises such functions, responsibilities and authorities as may be assigned or delegated to it by Council from time to time, but only such executive powers as are explicitly delegated to it.

10. The Committee’s responsibilities, subject to revision by Council, are to monitor, review and where appropriate make recommendations to Council with respect to:

- financial reporting
- performance reporting
- system of risk oversight and management
- system of internal control.

Financial reporting

11. The Committee will review and advise Council as to whether the University’s:

- annual audited financial statements and related management representations comply with the PGPA Act, the PGPA Rules, Accounting Standards and supporting guidelines and endorse signing of the statements;
- financial reporting as a whole is appropriate, with reference to any specific areas of concern or suggestions for improvement.

Performance reporting

12. The Committee will review and advise Council on the appropriateness of the University’s performance framework including:

- the development and annual rolling update of the University’s Strategic Plan (corporate plan), key performance indicators and supporting Executive Plans;
• systems and procedures for assessing, monitoring and reporting on performance, including the preparation of the University’s annual performance statement for inclusion in the annual report;
• the approach to measuring performance throughout the financial year against the performance measures included in the Executive and Strategic Plans. This may include reviewing, over time, particular elements of the performance measures; and
• a statement of the Committee’s view in relation to the appropriateness of the University’s annual performance statements, and the performance reporting as a whole including compliance with the PGPA Act and Rule, referring to any specific areas of concern or suggestions for improvement.

System of Risk Oversight and Management

13. The Committee will review and advise Council on the appropriateness of the University’s:

• enterprise risk management framework and associated processes for effective identification and management of the University’s strategic, operational, regulatory and financial risks, including fraud risks and those associated with individual projects, program implementation and activities;
• business continuity planning arrangements, including whether business continuity and disaster recovery plans have been periodically updated and tested;
• approach to managing the University’s key risks, including those associated with individual projects and program implementation and activities; process for developing and implementing the University’s fraud control arrangements consistent with the fraud control framework, and satisfy itself that the University has adequate processes for detecting, capturing and effectively responding to fraud risks; and
• system of risk oversight and management as a whole and any specific areas of concerns or suggestions for improvement.

System of Internal Control

14. The Committee will review and advise Council on the appropriateness of the University’s:

• overall control environment, as reflected in its governance, risk management and compliance arrangements;
• proposed internal audit resourcing and coverage, the extent to which that coverage takes into account the University’s key risks, and recommending approval of the annual Internal Audit Work Plan (IAWP) by Council;
• internal and external audit reports, providing advice to Council about significant issues identified, and monitoring the implementation of agreed actions;

• legislative and policy compliance, including reviewing the effectiveness of systems for monitoring the University’s compliance with laws, regulations and associated government policies with which the University must comply and determining whether the University has adequately considered legal and compliance risks as part of the University’s enterprise risk management framework, fraud control framework and planning; and

• approach to maintaining an effective internal security system.

Engagement with the Australian National Audit Office (ANAO)

15. The Committee will engage with the ANAO, as the ANU’s external auditor, in relation to the ANAO’s financial statement and performance audit coverage. In particular, the Committee will:

• provide input on planned ANAO financial statement and performance audit coverage;

• monitor management’s responses to all ANAO financial statement management letters and performance audit reports, including the implementation of audit recommendations;

• provide advice to Council on significant issues raised in relevant ANAO reports or better practice guides;

• monitor the audit and assurance activities of the ANAO to identify areas, issues or trends which may be relevant to the functions and operations of the ANU; and

• meet privately with the ANAO at least once per year.

Responsibilities of Members

16. Members of the Committee are expected to understand and observe the legal requirements of the Australian National University Act 1991 and the Public Governance, Performance and Accountability Act 2013.

17. Members are also expected to:

• act in the interests of the University;

• contribute the time needed to study and understand the papers provided; and

• apply good analytical skills, objectivity and good judgment.
Reporting

18. The Committee will regularly, but at least once a year, report to the Council on its operation and activities during the year. The report should include:
   
   • a summary of the work it performed to fully discharge its responsibilities during the preceding year;
   
   • a summary of the University's progress in addressing the findings and recommendations made in internal and external reports;
   
   • an overall assessment of the University's risk, control and compliance framework, including details of any significant emerging risks or legislative changes impacting the ANU; and
   
   • details of meetings, including the number of meetings held during the year.

19. The Committee may, at any time, report to the Council any other matter it deems of sufficient importance to do so. In addition, at any time an individual Committee member may request a meeting with the Chair of the Council (Chancellor).

Administrative Arrangements

Meetings and Planning

20. The Committee will meet six times per year. A special meeting will be held to review the University's annual financial statements.

21. The Chair is required to call a meeting if asked to do so by the Council and decide if a meeting is required if requested by another Committee member, internal audit or the ANAO.

22. A forward meeting plan, including meeting dates, location and agenda items, will be agreed by the Committee each year. The forward meeting plan will cover all of its responsibilities, as detailed in this Charter.

23. The Chair is invited to attend at least one Council meeting per year.

24. The Chair will be regularly updated with the ANU audit and risk management activities and emerging issues by the Director, Corporate Governance & Risk Office.

Attendance at Meetings and Quorums

25. A quorum will consist of 50 per cent of Committee members who hold office for the time being.

26. Meetings can be held in person, by telephone or by videoconference.

27. The Director, Corporate Governance and Risk Office (as the officer accountable for internal audit) shall attend all meetings of the Committee unless requested by the
Chair of the Committee not to attend a particular Committee meeting or participate in certain agenda items. The Committee may meet with the Director, Corporate Governance and Risk Office in camera and without other members of management in attendance.

28. Members of the University Executive and representatives of the Australian National Audit Office may, subject to the Committee requesting otherwise, attend each meeting and contribute to its deliberations.

29. The Chair of the Committee may request any other ANU employee and/or external party to attend Committee meetings or participate in certain agenda items.

30. External Audit and Internal Audit are to be afforded the opportunity of meeting privately with Committee members only as required.

31. The Chair of the Council (Chancellor) may be invited to attend Committee meetings to participate in specific discussions or provide strategic briefings to the Committee.

Secretariat

32. The Corporate Governance and Risk Office will provide secretariat support to the Committee. The Corporate Governance and Risk Office will ensure the agenda for each meeting and supporting papers are circulated, after approval from the Chair, at least 7 days before the meeting, and ensure the minutes of the meetings are prepared and maintained. Minutes shall be approved by the Chair and circulated to each member, as appropriate.

Conflicts of Interest

33. Once a year Committee members shall provide written declarations to the Council declaring any material personal interests that would preclude them from being members of the Committee. External members will be asked to consider past employment, consultancy arrangements and related party issues in making these declarations. Council will need to be satisfied that there are sufficient processes in place to manage any real or perceived conflict of interest.

34. Committee members shall declare any material personal interests at the start of each meeting or before discussion of the relevant agenda item or topic. Details of material personal interests declared by Committee members, and actions taken, shall be appropriately recorded in the minutes.

Induction

35. The Corporate Governance and Risk Office, will maintain a program of induction, training and awareness-raising for Committee members, with the objective of enabling the Committee to keep abreast of contemporary developments and leading practice to assist them to meet their Committee responsibilities.
Assessment and Review

36. The Chair of the Committee shall initiate annually a review of the performance of the Committee, and this Charter, with appropriate input sought from the Council, the Vice-Chancellor, management and any other relevant stakeholders, as determined by the Council. The review of performance shall be conducted on a self-assessment basis unless otherwise determined by the Council.
ANU Initiatives: Pre-Election 2019

The ANU Federal Election 2019 Conversation Series: A series of one-on-one videoed conversations of around 10 minutes, in line with the structure developed and refined for the ANU Crawford Leadership Forum.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Academics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our Pacific Engagement: discuss Australia's policy challenges in our region.</td>
<td>Professor Stephen Howes and Associate Professor Meg Keen</td>
</tr>
<tr>
<td>China – Australia relations: discuss China's future influence in the region and the associated policy challenges.</td>
<td>Associate Professor Jane Golley and Associate Professor Matt Sussex</td>
</tr>
<tr>
<td>Cyber security: discuss ongoing cyber security issues and emerging threats.</td>
<td>Dr Lesley Seebeck and Professor Rod Broadhurst</td>
</tr>
<tr>
<td>Drought preparedness: discuss drought preparedness and resilience.</td>
<td>Professor David Lindenmayer and Associate Professor Phil Batterham</td>
</tr>
<tr>
<td>Australian Economy: discuss the immediate and long-term challenges for our economy.</td>
<td>Professor John Hewson and Professor Frank Bongiorno</td>
</tr>
<tr>
<td>Energy: discuss Australia's energy policy landscape.</td>
<td>Professor Ken Baldwin and Professor Frank Jotzo</td>
</tr>
<tr>
<td>Food Security: discuss the ongoing challenges of food security.</td>
<td>Professor Owen Atkin and Professor Robert Furbank</td>
</tr>
<tr>
<td>Personalised Medicine: discuss opportunities for Australia.</td>
<td>Professor Carola Garcia de Vinuesa and Professor Matthew Cook</td>
</tr>
<tr>
<td>Security: debate the current security policy challenges for the next government.</td>
<td>Professor Rory Medcalf and Ms Jacinta Carroll</td>
</tr>
<tr>
<td>Indigenous Policy: discusses the current state of Australian Indigenous policy and opportunities for reconciliation.</td>
<td>Professor Tony Dreise (interviewed by Ms Belinda Lawton, Government Relations Officer)</td>
</tr>
</tbody>
</table>

The ANU 2019 Federal Election Public Panel Series: Four public events, three hosted on campus at Kambri and a fourth, and final, event held at the National Press Club. Aimed to engage the community with our leading experts on key policy issues in the lead up to the Federal Election. All panels moderated by Catherine McGrath, one of Australia's most respected political journalists. Live-recordings of the first two panels have generated 1200 downloads.

Panel 1: The State of Australian Politics, 17 April 2019, (165 attendees)

ANU Panellists
- Dr Katrine Beauregard, School of Politics and International Relations
- Professor Frank Bongiorno AM, School of History
- Dr Andrew Hughes, Research School of Management
- Mr Mark Kenny, Australian Studies Institute

Panel 2: Wicked problems: domestic policy, 30 April 2019 (200 attendees)

ANU Panellists
- Dr Liz Allen, ANU Centre for Social Research and Methods
- Professor Bob Breunig, Tax and Transfer Policy Institute, Crawford School of Public Policy
- Professor Tony Dreise, Centre for Aboriginal Economic Policy Research
- Professor Mark Howden, Climate Change Institute
Panel 3: Australia’s Place in the World, 7 May 2019 (350 attendees)

ANU Panellists:
- Associate Professor Meg Keen, Department of Pacific Affairs, Bell School of Asia Pacific Affairs
- Dr Shiro Armstrong, Australia-Japan Research Centre, East Asian Bureau of Economic Research, Crawford School of Public Policy
- Professor Sharon Bessell, ANU Children's Policy Centre, Crawford School of Public Policy
- Ms Jacinta Carroll, National Security College, Crawford School of Public Policy
- Ms Anne McNaughton, ANU Centre for Commercial Law

Panel 4: First 100 days of the next Government, 14 May 2019 (National Press Club)

ANU Panellists
- Professor Russell Gruen, Dean, ANU College of Health and Medicine
- Professor John Hewson, Tax & Transfer Policy Institute, Crawford School of Public Policy
- Professor Anna Moore, Director InSpace, & Director Advanced Instrumentation and Technology Centre
- Professor Helen Sullivan, Director, Crawford School of Public Policy
- Professor Michael Wesley, Dean, ANU College of Asia and the Pacific

Democracy Sausage with Mark Kenny (collaboration with Policy Forum Pod)

Episode 1: Tax, inequality and social media campaigning

Mark Kenny leads a weekly discussion on the issues, policies, and politics of Australia’s election campaign. In the first episode, Mark and guests Shirley Leitch, Andrew Hughes, and Bob McMullan take a look at an opening week dominated by tax, personality politics, and social media campaigning.

Democracy Sausage extra: Dirty tricks

What will this election look like? What tactics might the major parties use against each other? In this Democracy Sausage podcast extra, Mark Kenny chats with Andrew Hughes about what’s to come.

Episode 2: Negatives, risks and pork-barrelling

This week on the Democracy Sausage podcast, Mark Kenny chats to John Hewson, Katrine Beauregard, Jill Sheppard, and Paul Pickering about a campaign week dominated by water, the economy, religion, and relentless spending commitments.

Episode 3: Palmer, polls and postal votes

This week on the Democracy Sausage podcast, Mark Kenny chats to Marija Taflaga, Ian McAllister, Liz Hanna, and Sky News’ Kieran Gilbert about a campaign week dominated by dental care, polls, and postal votes.

Episode 4: Dis-endorsement, diversity and distrust

Is social media a window into what our politicians really think? Who would want to be a politician? And what should we make of the theatre of Labor’s campaign launch? These are some of the questions tackled in this week’s episode of Mark Kenny’s Democracy Sausage. Mark and the panel – Marija Taflaga, Quentin Grafton, Kim Rubenstein, and Jill Sheppard also take a look at diversity among Australia’s politicians, and why voters are looking for something more than business-as-usual from the nation’s leaders.
ADMINISTRATIVE REFORM

Update to ANU Council

May 2019

Prepared by: Service Improvement Group
Executive Summary

In the past six months, a number of administrative transformation and improvement projects have been commenced or delivered. An iterative approach to delivery has enabled some project benefits to be realised in 2018, with ongoing benefits due to be delivered in 2019 and beyond.

Administrative Cost

Preliminary UniForum results show an increase in the cost of Governance and External Engagement activities, with significant decreases in Facilities and IT between 2017 and 2018.

- Largest increase in Governance cost is attributed to an increase in external consultant activities (up $7.7M).
- A contributor to the increase in External Engagement costs is the growth in Advancement (up $1.0M).
- Facilities Management costs have reduced by 12%, primarily through streamlining and restructuring the management of cleaning. Feedback on these changes is currently being reviewed by Facilities and Services.
- A 7% increase in Core Operating Revenue, largely due to 7% growth in student EFTSL.
- Overall, costs as a proportion of revenue have decreased from 2017 (28.1%) to 2018 (27.6%).

Professional staff Profile

Current Professional staff numbers have increased in 2019 by 5% over the 2018 average, primarily driven by research related increases in the Colleges of Sciences.

While student load grew 7% between 2017-2018, it looks to remain steady or drop in 2019-2020.

Reform activities

A number of projects were delivered in the past six months, or are planned or underway in 2019 that will impact our administrative services including;

- A comprehensive review and redesign of the Admissions Model for International students (undergraduate and postgraduate) and Domestic students (postgraduate).
- A new budget and resource management model that will deliver key benefits including streamlined budget management and an increase in accountability.
- A comprehensive review of the ANU Website to enhance and improve customer experience.
- Go-live of the Thesis and Examinations and Single Sign-On projects, delivering enhanced student and staff customer experience, improved reporting and a reduction in time and effort.

Digital Enablement

eForms implemented across 2014 – 2019 continue to deliver outcomes that enable sustainable year-on-year reductions in cost as well as increased standardisation of, satisfaction with, and utilisation of services.

Customer Service

The Building Customer Service at ANU Roadmap and Strategy has been approved by University Executive. This initiative has been developed in conjunction with the University community and is built on the three pillars of integrity, expectations and responsiveness, all underlined by an empathetic, customer-centric approach.

The initiative covers eight dimensions including Governance and Leadership, Strategy and Policy, Feedback and Analytics, Infrastructure and Systems, Process and Quality, Training, Communication and Engagement and People and Culture. The initiative will be delivered over a three-year period.

Service Experience

Work is underway to increase the capture of student and staff satisfaction in key service domains including cleaning, wireless network connectivity, timetables, facilities and academic progress support. Satisfaction measurement informs improvement efforts across the ANU.

Over 618 ideas for improvement, complaints, feedback and compliments have been captured through the University Services Feedback System. 45% of all feedback through the system to date has been received from students. A campus-wide promotional campaign in Q4 2018 saw a marked increase in student feedback.
Preliminary UniForum results show an increase in Governance and External Engagement activities, with decreases in Facilities and IT.

### Overall staff performance

Preliminary UniForum data indicates a 2.4% increase in staff wFTE and a 4.6% increase in staff cost (salary increases) over the previous year. The largest increase was attributed to Governance activities (up $7.7M) primarily as a result of increased use of consultants for business improvement initiatives and operational reviews.

### Centralisation of activities

Overall, centralisation at ANU remained steady at 46%. However, the IT Function had the largest increase in centralisation at 85% (2017: 81%).

### Supplier data

Supplier costs at ANU have increased by 4.2%. This is attributed to an increase in the use of consultants for Governance related activities, primarily developing strategic and operational plans and Management projects. Over the last 5 years, supplier costs have increased by 78%.

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**UniForum Functions:** UniForum categories are based on the UniForum Activity Framework, which facilitates benchmarking with other universities. These categories are not directly aligned with ANU Service Divisions which undertake various other activities in addition to their core function.

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Note: Review of UniForum data has not yet been completed. Post submission reviews will be finished by 3 May. Preliminary 2018 UniForum Staff Collection results as at 18 April 2018. Data is collected by calendar year.

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**UniForum Collections 2017-2018: Cost by Function ($M)**

<table>
<thead>
<tr>
<th>UniForum Function</th>
<th>2017</th>
<th>2018</th>
<th>% diff 17-18</th>
<th>Cost wFTE</th>
<th>% by Area (cost)</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Facilities &amp; Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase in CHM (JCSMR) research support staff</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>New Public Policy Office; Consultancies: PIP &amp; KPMG e.g.</td>
</tr>
<tr>
<td>External Engagement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Reimagine project; Market research; ANU Advancement team; New Public Policy Office</td>
</tr>
<tr>
<td>Facilities Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Transitioned cleaners off outside hours, resulting in reduced hourly rate/total cost. Supplier using more FT staff</td>
</tr>
<tr>
<td>Information Technology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Contractor costs associated with RIMS contributed to increase in costs in 2017, not repeated in 2018</td>
</tr>
<tr>
<td>Student Support &amp; Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase in student admissions staff and support staff in CBE an Sciences</td>
</tr>
<tr>
<td>General Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase in administrative support staff, incl F&amp;S client services team, ANU CoL and CAP</td>
</tr>
<tr>
<td>Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Staff reduction in Central Finance undertaking Treasury and Investment activities</td>
</tr>
<tr>
<td>Teaching Design, Dev. &amp; Delivery</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase to ANU College</td>
</tr>
<tr>
<td>Human Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Minor increase to staff recruitment activities staff across ANU; Specialised professional training; Executive staff recruitment</td>
</tr>
<tr>
<td>Research Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Increase for RIMS consultancy work; Research admin staff increases in Sciences</td>
</tr>
<tr>
<td>Complementary Activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Reduction in accommodation cleaning costs2</td>
</tr>
<tr>
<td>Library</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Reduction of staff in Hancock and Menzies Library branches and ANU Archives; Costs remained steady</td>
</tr>
<tr>
<td>Teaching Administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Additional staff undertaking academic program administration activities, primarily ANU CoL and CAP, increase of $0.7m</td>
</tr>
<tr>
<td>ANU Total</td>
<td>$273M</td>
<td>$285M</td>
<td>5%</td>
<td>$4M</td>
<td></td>
<td>Increase in COR largely due to 7% growth in student EFTSL</td>
</tr>
</tbody>
</table>

Note: Review of UniForum data has not yet been completed. Post submission reviews will be finished by 3 May. Preliminary 2018 UniForum Staff Collection results as at 18 April 2018. Data is collected by calendar year.

1 Complementary Activities function was formerly Other Activities. Some minor changes were made to this function, including moving short course teaching to the Teaching Design Development and Delivery Function.

2 Cleaning of student accommodation is included under Complementary Activities in the UniForum Activity Framework; whereas all other cleaning costs are included under Facilities Management.
Current Professional staff numbers have increased in 2019 by 5% over the 2018 average, primarily in Colleges. While student load grew 7% between 2017-2018, it looks to remain steady or drop in 2019-2020.

The total Professional staff is at highest point in over six years. Since 2014, ANU Professional staff have increased 11%, with an 18% increase in Central staff over this period. However, this is significantly lower than student growth over the same period of 28%.

The split of staff between Colleges and Central dropped from 48% of staff in Central, to 47% this year. While Central staff remained steady over the past 6 months, College staff have seen and increase.

Student load (EFTSL) has continued to increase across 2013 – 2018. While 2019 is expected to remain steady, with a decrease predicted for 2020.
The Building Customer Service Program has been approved by Executive. Recruitment for Program leadership is now underway.

### What is the Customer Service Roadmap?

The Building Customer Service at ANU Road Map has been approved by University Executive and has three key strategic objectives:

**Embed** a culture of excellence in ANU customer service via delivery of:
- A seamless, transparent, personalised and consistent customer service experience at all points of contact
- At-hand and on-time information and support for ANU customers.

**Enable** collaboration and innovation in delivering customer service via:
- The collaborative development and implementation of customer service initiatives across divisions
- Completing customer-led needs analysis and supporting, resourcing and promoting agile response initiatives.
- Breaking down barriers to empower staff to enact change and be responsible and accountable.

**Implement** systems and process to support staff to continuously improve the customer service culture at the ANU including:
- A University Wide Behavioural Framework for All Staff
- The alignment of Performance Development Reviews with the Behavioural Framework

### Activity to Date / Next Steps

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Late 2018 to 2019</td>
<td>Engagement and consultation by the Chief Operating Officer and Service Improvement Group with key stakeholder groups</td>
</tr>
<tr>
<td>February 2019</td>
<td>University Executive approved Customer Service Excellence Strategy and Roadmap and funding identified</td>
</tr>
<tr>
<td>March - April 2019</td>
<td>Commencement of Assoc. Director Customer Service recruitment</td>
</tr>
<tr>
<td>May 2019</td>
<td>Shortlisting and interviews for Assoc. Director Customer Service</td>
</tr>
<tr>
<td>Mid-2019</td>
<td>Recruitment for Customer Service PMO and commence Roadmap initiative implementation</td>
</tr>
</tbody>
</table>

### Eight Strategy Dimensions of the Roadmap

<table>
<thead>
<tr>
<th>Strategy Dimension</th>
<th>Definition</th>
<th>Example Roadmap Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governance and Leadership</strong></td>
<td>A decision structure to manage priorities and actions. The role of senior leadership is to set the vision, remove roadblocks and set the tone. (e.g., Develop and manage a detailed project plan, risk, issues and budget management)</td>
<td>• Establish and operate Governance Structure, decision making and reporting processes</td>
</tr>
<tr>
<td><strong>Strategy and Policy</strong></td>
<td>A clear framework for the ideal customer experience that sets the expectations for staff to deliver it consistently.</td>
<td>• Develop service values across ANU – rollout, reinforce, repeat</td>
</tr>
<tr>
<td><strong>Feedback and Analytics</strong></td>
<td>Listening to our customers. How we know we are making progress and how we identify and prioritise continuous improvement.</td>
<td>• Grow Customer Feedback System and Feedback Volumes</td>
</tr>
<tr>
<td><strong>Infrastructure and Systems</strong></td>
<td>The digital and physical innovation to support best customer experience.</td>
<td>• Participate in external customer service benchmarking</td>
</tr>
<tr>
<td><strong>Process and Quality</strong></td>
<td>End-to-end process improvement and consistent service experiences.</td>
<td>• Establish, trial and embed Service Standards (Guarantees)</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Training and developing our people to deliver great experiences for our customers.</td>
<td>• Develop a curriculum of Customer Service Training (all professional staff)</td>
</tr>
<tr>
<td><strong>Communication and Engagement</strong></td>
<td>Keeping customers informed. Communicating and showing we care.</td>
<td>• Provide training in customer centric design and engagement skills</td>
</tr>
<tr>
<td><strong>People and Culture</strong></td>
<td>Recruiting, rewarding and empowering staff to provide the best customer experience.</td>
<td>• Prepare communication and engagement strategy and processes</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Establish Service Forums and codes of practice</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Update new staff induction material and program to include Customer Service</td>
</tr>
</tbody>
</table>
### Administrative Reform

There are several projects planned or underway in 2019 that will impact our administrative services. Key projects are highlighted below.

<table>
<thead>
<tr>
<th>Project</th>
<th>Status</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Admissions Model Reform (SPSF)</strong></td>
<td>In Progress</td>
<td>The Student Planning and Selection Framework project will support the University to deliver on its strategy to achieve a smaller, higher quality and more diverse cohort of students by implementing a student selection process, marketing approach to support delivery and a new planning framework. The first phase for this work is due to go live on 1 June 2019.</td>
</tr>
<tr>
<td><strong>HDR Admissions</strong></td>
<td>In Progress</td>
<td>The project will deliver digitalised, streamlined and automated HDR Admissions process from candidate application through to offer decision, with improved tracking and reporting. Three phases of build and release have been planned, with the first phase slated for release in late 2019, delivering a new application interface for HDR candidates.</td>
</tr>
<tr>
<td><strong>Timetabling Process Improvements</strong></td>
<td>In Progress</td>
<td>The Timetabling Program of work is currently underway. There are six core projects that form part of this program to ensure we improve the student &amp; staff experience. Projects include Policy and Procedure Review, Academic Availability and Changes eForm, Timetabling, Tutorials and Room and Resource Availability and Room and Resource Booking.</td>
</tr>
<tr>
<td><strong>Curriculum Management System</strong></td>
<td>In Progress</td>
<td>This project delivered in late 2018, streamlining curriculum management processes which included a primary source for all curriculum information, the ability to collaborate online with colleagues and mapping of learning outcomes with accreditation requirements. A continuous improvement activity is currently being undertaken focusing on key feedback received from customers since the release.</td>
</tr>
<tr>
<td><strong>Customer Relationship Management – Student Enquiry</strong></td>
<td>In Progress</td>
<td>Student Enquiry Management has been further enhanced by the implementation of a CRM framework and foundation system. The University has successfully transitioned away from an outsourced arrangement to a centrally coordinated future student enquiry management team. This initial stage provides improved future student enquiry experience as well as better reporting to enable strategic decision making.</td>
</tr>
<tr>
<td><strong>Website Review</strong></td>
<td>In Progress</td>
<td>The ANU has partnered with an external agency to review strategic website documentation and provide a high-level site audit and Google Analytics review. The review is on track to be completed by the end of April 2019.</td>
</tr>
</tbody>
</table>

### Budget Model

- **Status:** Implementation
- **Description:** The Budget and Reporting Framework (BRF) Program is developing a new ANU Resource Management Model (ARMM). This model will provide a robust basis for determining budget allocations and provide a stronger basis to support the strategic and operating requirements of the ANU. A co-design approach will underpin the development of the ARMM with preliminary consultations across all areas of the University having commenced. Implementation of the new ARMM is scheduled for the 2021 budget allocations.

### Facilities and Services

- **Parking Review**
  - **Status:** In Progress
  - **Description:** A review was undertaken to assess existing feedback, arrangements and prior reports in relation to parking permits and processes for ANU staff, students and visitors at the Acton campus. The outcomes from this review are currently being considered and assessed against the Acton Campus Master Plan.

### Information Technology

- **Single Sign On**
  - **Status:** Ongoing
  - **Description:** All in scope ANU Enterprise Systems have been SSO-enabled, encompassing the majority of our high usage systems, providing significant user productivity benefits including reducing the time to login. With the delivery of SSO for Moodle in December 2018 we are now averaging 300,000 logins per week. ITS continues to investigate additional ANU enterprise systems to SSO-enable and further improve the productivity benefits for our Students, Staff and Alumni.

### Finance

- **Digital Approvals Improvement Project**
  - **Status:** In Progress
  - **Description:** A project is underway to streamline and simplify the digital interaction for staff members in relation to approvals and digital transactions, including removing unnecessary notifications. Feedback and consultation has been sought from academic and professional staff. A strategy and recommendations are due to be released at the end of May with some select implementation already underway.

- **Data Integration**
  - **Status:** Ongoing
  - **Description:** The Connecting ANU project continues to develop reusable integrations for ANU systems. Earlier this year services for location data were released, and used notably by timetabling. Work has commenced on building integrations for staff data from HR into systems including security and the library system. This work is expected to be completed in Q3, with the project assessing the next data domain to integrate.
Digital Enablement

eForms delivered across 2014 – 2019, deliver a growing range of sustainable impacts on cost, standardisation, satisfaction and usage of services

Since late 2014, there has been a targeted focus on digitalising high volume paper based processes and integrating these digital processes with core enterprise systems through the development of eForms. The impact to date has seen an approximate saving of $5.37M savings to administrative salary costs across the University, through the removal and reduction of processing work and the removal of manual data entry. There is also significant evidence of improvements to staff and student customer experience satisfaction with the movement towards digital.

Administrative staff savings continue and grow year on year based on volume and usage.

<table>
<thead>
<tr>
<th>Function</th>
<th>eForm</th>
<th>Administrative Impact since Release</th>
<th>Administrative Impact Q1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Paper forms replaced</td>
<td>Completion rate</td>
<td>Admin wFTE saving</td>
</tr>
<tr>
<td>Finance &amp; Business Services</td>
<td>• Travel</td>
<td>12</td>
<td>94%</td>
</tr>
<tr>
<td></td>
<td>• General Ledger Code Management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
<td>5</td>
<td>79%</td>
</tr>
<tr>
<td></td>
<td>• Accelerated increment Visitor and Honorary Appointees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Performance and Development Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Student Administration</td>
<td>34</td>
<td>84%</td>
</tr>
<tr>
<td></td>
<td>• Coursework and postgraduate</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Higher Degree Research</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Planning &amp; Performance Measurement</td>
<td>3</td>
<td>100%</td>
</tr>
<tr>
<td></td>
<td>• Student Experience of Learning &amp; Teaching</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Facilities &amp; Services</td>
<td>7</td>
<td>92%</td>
</tr>
<tr>
<td></td>
<td>• Parking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Functions on Campus</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Service Improvement</td>
<td>0</td>
<td>68%</td>
</tr>
<tr>
<td></td>
<td>• University Services Feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>61</td>
<td>86%</td>
</tr>
</tbody>
</table>
Service Experience

Since its launch in early 2018, staff and students have been able to engage directly with service delivery leads to improve ANU services.

University Services Feedback System

The University Feedback System was formally released to the University on 31 January 2018. This mechanism allows for 24/7, 365 days of the year, real time feedback to be submitted in the form of Compliments, Feedback or Complaint or Idea for Improvement. To date, 618 pieces of feedback have been submitted by staff and students.

Accountability and responsiveness are further ensured through background workflow and management level reporting, providing:
- oversight and data on categories where feedback is being raised,
- timely response to feedback from Service Leads,
- rating by the customer on the response provided.

Next steps:
1. Advertise and promote the system more widely to encourage further feedback
2. Develop a framework to understand and aggregate ideas for improvement. This will enable the prioritisation of service improvements delivered by service divisions

Top 10 Feedback categories (at 23 April 2019)

- Security, parking, transport and traffic: 81, 49, 6
- Accommodation services: 58, 4
- Buildings and property (including Kambri, teaching spaces): 28, 13, 11
- Network, phones, internet and WiFi: 17, 12
- HR systems and eForms: 8, 7, 5
- PC and laptop computing: 8, 2, 9
- Recruitment and employment: 2, 7, 9
- Web and digital: 5, 9, 3
- Email, communication and collaboration tools: 4, 7, 5
- eForms: 9, 42

Ongoing campus-wide promotional posters
<table>
<thead>
<tr>
<th>Date</th>
<th>Venue</th>
<th>Host Area</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 March</td>
<td>Innovation Theatre</td>
<td>Centre for Aboriginal Economics and Policy Research (CAEPR)</td>
<td>Public Lecture: Beyond Fishing: the connection of Indigenous Torres Strait Islander Women to Solw. Canadian High Commission was represented at the event.</td>
</tr>
<tr>
<td>7 March</td>
<td>Kambri</td>
<td>Strategic Communications and Public Affairs (SCAPA)</td>
<td>Meet the Author-In conversation. Michelle Arrow in conversation with Frank Bongiorno on her new book, <em>The Seventies: The personal, the political and the making of modern Australia</em>. In attendance 200</td>
</tr>
<tr>
<td>7 March</td>
<td>National Arboretum</td>
<td>Burgmann College</td>
<td>The Vice-Chancellor attending the Burgmann College Commencement Dinner</td>
</tr>
<tr>
<td>8 March</td>
<td>Theatre 2, Kambri Cultural Centre</td>
<td>Strategic Communications and Public Affairs (SCAPA) / HR</td>
<td>The 2019 ANU International Women's Day lecture was delivered by Sam Mostyn on gender equity. The event was hosted by the Vice-Chancellor and attended by 200 guests.</td>
</tr>
<tr>
<td>12 March</td>
<td>Manning Clark Hall, Kambri Cultural Centre</td>
<td>Strategic Communications and Public Affairs (SCAPA)</td>
<td>Manning Clark Lecture was delivered by Mr David Thodey AO, former Chief Executive Officer of Telstra. The Vice-President (Engagement and Corporate Affairs) welcomed guests and the Chancellor introduced Mr Thodey and moderated Q&amp;A.</td>
</tr>
<tr>
<td>12 March</td>
<td>The Hall, University House</td>
<td>Australian Studies Institute</td>
<td>ANU Visiting Fellows Monthly Dinner. The Deputy Vice-Chancellor (Research) welcomed guests and introduced visiting fellow Professor Valerie Hudson from Texas A&amp;M University.</td>
</tr>
<tr>
<td>12 March</td>
<td>Small Event Space, Cultural Centre, Kambri</td>
<td>Strategic Communications and Public Affairs (SCAPA)</td>
<td>Lecture: Portents of climate tipping points in the atmosphere-ocean system. Presented by Andrew Glikson In attendance: 150</td>
</tr>
<tr>
<td>13 March</td>
<td>Kambri</td>
<td>Strategic Communications and Public Affairs (SCAPA)</td>
<td>Meet the Author-In conversation. Judith Brett in conversation with Andrew Leigh on Judith's new book, <em>From Secret Ballot to Democracy Sausage, a landmark account of the character of Australian democracy</em>. In attendance: 188</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
<td>Event</td>
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<tr>
<td>14 March</td>
<td>9-9.30am</td>
<td>Mills Room, Chancelry</td>
<td>Coral Bell School of Asia Pacific Affairs The Provost welcome guests and panellists to the discussion: A1, politics and security in the Asia Pacific with Professor Toni Erskine, Director, Coral Bell School and Professor Huw Price, Director, Leverhulme Centre for the Future of Intelligence Cambridge.</td>
</tr>
<tr>
<td>14 March</td>
<td>8.30am-5pm</td>
<td>Molonglo Theatre</td>
<td>ANU College of Asia and the Pacific Future of Australian Foreign Policy Forum</td>
</tr>
<tr>
<td>15 March</td>
<td>9am-6pm</td>
<td>China in the World Auditorium</td>
<td>ANU College of Asia and the Pacific Myanmar Update 2019. The Provost welcomed</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Tha Aung Nyun, Ambassador, Embassy of the Republic of the Union of Myanmar</td>
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<tr>
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<td>o Her Excellency Ms Karen MacArthur, Ambassador of Canada to Myanmar</td>
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<tr>
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<td></td>
<td>o Al Haj U Aye Lwin, Chief Convenor for the Islamic Centre of Myanmar (keynote speaker)</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>o Dr Morten Pedersen, University of New South Wales Canberra, Australian Defence Force Academy</td>
</tr>
<tr>
<td>15 March</td>
<td>6-7.30pm</td>
<td>Seminar Rooms, CIW</td>
<td>ANU College of Asia and the Pacific Forum: Myanmar Rohingya: if it's not genocide, what is it? Attended by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Tha Aung Nyun, Ambassador, Embassy of the Republic of the Union of Myanmar</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Her Excellency Ms Karen MacArthur, Ambassador of Canada to Myanmar</td>
</tr>
<tr>
<td>18 March</td>
<td>3.15pm</td>
<td>NSC Boardroom</td>
<td>National Security College Visit to ANU by New Zealand Chief of Navy and Royal Australian Navy Chief</td>
</tr>
<tr>
<td>19 March</td>
<td>5-7pm</td>
<td>Kambri</td>
<td>French Embassy and ANU College of Arts and Social Sciences Francophone week attended by:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o Mr Maurice BANDAMAN, Minister for Culture and Francophonie of Cote d'Ivoire</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Christophe PENOT, Ambassador of France to Australia</td>
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<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Paul MADDISON, High Commissioner of Canada</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>o His Excellency Mr Karim MEDREK, Ambassador of Morocco to Australia</td>
</tr>
<tr>
<td>20 March</td>
<td>6-7.30pm</td>
<td>Kambri TBC</td>
<td>ANU College of Arts and Social Sciences Works that Shaped the World – Moon landing delivered by the Vice-Chancellor.</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event Details</td>
<td></td>
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<tr>
<td>21 March</td>
<td>VC Residence</td>
<td>VC Drinks to recognise staff achievements. This event is hosted by the Vice-Chancellor and was attended by 30 guests.</td>
<td></td>
</tr>
<tr>
<td>25 March</td>
<td>Hanna Neumann Building</td>
<td>The Vice-Chancellor welcomed members of the Neumann family and together they officially opened the Hanna Neumann Building.</td>
<td></td>
</tr>
<tr>
<td>26 March</td>
<td>Kambri Precinct</td>
<td>A tour was undertaken by a Japanese delegation led by Ambassador Kazuyuki Katayama, Assistant minister, Director-General, Foreign Service Training Institute, Ministry of Foreign Affairs, Japan</td>
<td></td>
</tr>
<tr>
<td>26 March</td>
<td>Llewellyn Hall</td>
<td>Oxford Maqam - Showcasing traditional Arabic culture through music.</td>
<td></td>
</tr>
<tr>
<td>27 March</td>
<td>Kambri</td>
<td>VC to welcome Microsoft Director to campus</td>
<td></td>
</tr>
<tr>
<td>27 March</td>
<td>Molonglo Theatre</td>
<td>Public Seminar: US Foreign policy in the 2020 presidential race and where to after Trump. Delivered by Ms Laura Rosenberger, ANU Vice-Chancellor’s Distinguished Visitor and Director of the alliance for Securing Democracy.</td>
<td></td>
</tr>
<tr>
<td>27 March</td>
<td>Kambri Cultural Centre</td>
<td>In Conversation: Natasha Stott Despoja in conversation with David Morrison about Natasha’s new book on Violence. The Vice-Chancellor welcomed Natasha Stott Despoja and David Morrison and delivered a vote of thanks. In attendance: 500</td>
<td></td>
</tr>
<tr>
<td>27 March</td>
<td>Crawford School</td>
<td>Embassy of the Republic of the Sudan</td>
<td></td>
</tr>
<tr>
<td>28 March</td>
<td>Centre for European Studies</td>
<td>Brexit and the UK Parliament: Challenges and Opportunities. Attending by His Excellency Dr Bernhard Zimburg, Ambassador for Austria</td>
<td></td>
</tr>
<tr>
<td>28 March</td>
<td>University House</td>
<td>National Security College Advisory Board meeting. Attended by:</td>
<td></td>
</tr>
</tbody>
</table>
29 March Weston Theatre, Crawford National Security College
8.30am-5.30pm

National Security College conference: A free and open Indo-Paciﬁc: towards a shared strategy.
Attended by:
- His Excellency, Reiichiro Takahashi, Ambassador for Japan
- Mr Karthigeyan Palaniswamy Subramanyan, Deputy High Commissioner, India High Commission
- Ms Isabelle Marchtin, Deputy Head of Mission, High Commission of Canada
- Mr D. D. M. Senarath Dissanayake, Deputy High Commissioner of Sri Lanka
- His Excellency Dr Michael Pulch, Ambassador European Union Delegation
- His Excellency Mr Yohanaes Legono, Ambassador, Embassy of the Republic of Indonesia
- Her Excellency Mrs Ma. Helen Barber De La Vega, Ambassador, Embassy of the Philippines

29 March Barton Theatre, Crawford ANU Development Policy Centre
12.30-1.30pm

Australian Greens' aid and development policy: towards the 2019 election.
Speaker Senator Richard Di Natale, Leader of the Australian Greens

29 March ANU Sports Hall Strategic Communications and Public Affairs (SCAPA)
1-3pm

Christchurch Memorial Prayer hosted by ANU Muslim Students’ Association. The Vice-Chancellor on behalf of the University paid his respects to the New Zealand community and stood in solidarity with the Muslim community.

29 March Theatrette, Sir Roland Wilson Building ANU Australian Studies Institute
6-8pm

Inspiring women reflect. The Hon Ros Kelly interviewed Ms Kathryn Campbell and Dr Heather Smith on their journey
<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 April</td>
<td>Mount Stromlo</td>
<td>ANU College of Health and Medicine_Applied Modelling in Acute Care Conference dinner and keynote address delivered by the Vice-Chancellor.</td>
</tr>
<tr>
<td>3 April</td>
<td>Coombs Lecture Theatre</td>
<td>Strategic Communications and Public Affairs (SCAPA)Meet the Author: Michelle Grattan in conversation with Peter Martin for the national launch of Advancing Australia: Ideas for a Better Country, edited by John Watson and Amanda Dunn</td>
</tr>
<tr>
<td>5 April</td>
<td>Vice-Chancellor’s Board room</td>
<td>Office of the Vice-Chancellor_Vice-Chancellor met with Ms Katrina Cooper, Deputy Head of Mission, Australian Embassy, Washington</td>
</tr>
<tr>
<td>5 April</td>
<td>Weston Theatre, Crawford</td>
<td>Crawford School of Public Policy_Seminar: Building women’s livelihoods: an evidence-based theory of change presented by Professor Naila Kabeer, London School of Economics</td>
</tr>
<tr>
<td>8 April</td>
<td>CIW</td>
<td>ANU College of Asia and the Pacific_Launch of DFAT-funded Southeast Asia project by Mr Richard Maude, Deputy Secretary of DFAT. Vice-President (Engagement and Global Relations) delivered remarks.</td>
</tr>
<tr>
<td>9 April</td>
<td>Kambri Cultural Centre</td>
<td>Strategic Communications and Public Affairs (SCAPA)Meet the Author: Rebecca Huntley in conversation with Andrew Leigh about her new Quarterly Essay: Australia Fair, Listening to the Nation In attendance: 200</td>
</tr>
<tr>
<td>9 April</td>
<td>The Hall, University House</td>
<td>Australian Studies Institute_ANU Visiting Fellows Monthly Dinner. The Vice-President (Engagement and Global Relations) welcomed guests and introduced visiting fellow Professor Eliot Moss, University of Massachusetts Amherst.</td>
</tr>
<tr>
<td>10 April</td>
<td>Molonglo Theatre</td>
<td>Crawford School of Public Policy_Workshop on data linkage for ageing related research: how far have we come? How much further to go? The</td>
</tr>
<tr>
<td>Date</td>
<td>Location</td>
<td>Event</td>
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</tr>
<tr>
<td>10 April</td>
<td>National Press Club</td>
<td>Provost welcomed panellists and guests including senior public service colleagues. National Press Club: Shadow Treasurer Chris Bowen's Budget Reply Address</td>
</tr>
<tr>
<td>10-13 April</td>
<td>South Australia (Stirling/Cowell/Wudinna)</td>
<td>Strategic Communications and Public Affairs (SCAPA)</td>
</tr>
<tr>
<td>11 April</td>
<td>T2, Kambri</td>
<td>Australian Centre for China in the World Book Launch: <em>China Story Yearbook: Power</em> by Ms Frances Adamson, Secretary Department of Foreign Affairs.</td>
</tr>
<tr>
<td>11 April</td>
<td>Manning Clark Hall</td>
<td>Embassy of the Republic of Korea <em>Show Passion Korea</em> performance. Ambassadors in attendance</td>
</tr>
<tr>
<td>15 April</td>
<td>China in the World Auditorium</td>
<td>Strategic Communications and Public Affairs (SCAPA) Meet the Author: Sisonke Msimang was in conversation with Chris Wallace, speaking about her powerful and challenging new book, <em>The Resurrection of Winnie Mandela</em>. In attendance: 130</td>
</tr>
</tbody>
</table>
| 17 April   | T2, Kambri                | Strategic Communications and Public Affairs (SCAPA) ANU election series: *What is the state of Australian Politics?* Panellists: Moderated by: Catherine McGrath Panellist:  
  o Dr Katrine Beauregard, School of Politics and International Relations  
  o Dr Andrew Hughes, Research School of Management  
  o Mr Mark Kenny, Australian Studies Institute In attendance: 200 |
| 17 April   | Hanna Neumann Building #145 | ANU Energy Chance Institute & ANU Mathematical Sciences Institute Italian Research Day - highlighting Australian-ITER fusion research. In attendance:  
  o His Excellency Mr Christophe PENOT, Ambassador, Embassy of France  
  o His Excellency Mr Lars Erik BACKSTRÖM, Embassy of Finland  
  o His Excellency Mr Marchcelino Aviles Valdespino, Ambassador, Embassy of Panama  
  o Mr Filippo LONARDO, Chargé d'Affaires, Embassy of Italy  
  o Mr Marchio Croatia, Deputy Head of Mission, Embassy of Croatia |
Ms Anna Rita Tamponi, Educational Attache, Embassy of Italy
Mr Marchio Argenio, Policy Attache, Embassy of Italy
Ms Anna Marchio Fioretti, Science Attache, Embassy of Italy
Mr Jonas Rupp, Adviser, Delegation of the European Union
Dr Judith Reinhard, Head of Science and Innovation, Embassy of the Federal Republic of Germany
Mr Jose Ortiz, First Secretary, Embassy of the Republic of Colombia

30 April
6.30-8 pm
T2, Kambri (TBC)
Strategic Communications and Public Affairs (SCAPA)

ANU election series: Wicked problems: Domestic Policy
Moderated by: Catherine McGrath
Panellist:
- Dr Liz Allen, ANU Centre for Social Research and Methods
- Professor Bob Breunig, Tax and Transfer Policy Institute, Crawford School of Public Policy
- Professor Tony Dreise, Centre for Aboriginal Economic Policy Research
- Professor Mark Howden, Climate Change Institute
In attendance: 200

30 April
6-7 pm
Kambri Cultural Centre
Strategic Communications and Public Affairs (SCAPA)

Meet the Author: Troy Bramston in conversation with Paul Kelly about his new book, Robert Menzies. The Art of Politics.
In attendance: 150
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 shown as “funding amount TBC”. This can be for a variety of reasons, such as the contract is still under negotiation.
### College of Arts and Social Science

<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>Alcohol Beverages Australia</td>
<td>Dr Simone Dennis</td>
<td>Risk, responsibility and experience: exploring complex relations with alcohol</td>
<td>$195,000</td>
</tr>
<tr>
<td>Commonwealth Department of Education and Training</td>
<td>A/Prof Benjamin Edwards</td>
<td>Blueprint for leveraging administrative data in the Post-school Destinations Survey</td>
<td>$69,374</td>
</tr>
<tr>
<td>Commonwealth Department of the Prime Minister and Cabinet</td>
<td>Dr Nicholas Biddle</td>
<td>Review of Citizen Engagement Survey</td>
<td>$59,856</td>
</tr>
<tr>
<td>Commonwealth Attorney-Generals Department</td>
<td>Dr Raihan Ismail</td>
<td>Political Islam Seminars (9 - 10 April 2019)</td>
<td>$50,310</td>
</tr>
<tr>
<td>NSW Department of Education and Communities</td>
<td>Mr Anthony Dreise</td>
<td>Use of Aboriginal languages and wellbeing in the state of New South Wales</td>
<td>Funding amount TBC</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 the Prime Minister and Cabinet</td>
<td>Prof Rory Medcalf</td>
<td>National Security College Executive Developmental Programs and Futures Hub: CERP Deed of Standing Offer</td>
<td>$7,700,000</td>
</tr>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)</td>
<td>Dr Ryan Young</td>
<td>National Security Technology Surprise Forum</td>
<td>$150,874</td>
</tr>
<tr>
<td>WorldFish</td>
<td>Dr Hoang Long Chu</td>
<td>Research of fishery management policy in Nigeria</td>
<td>$37,669</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>Australian Institute of Criminology</td>
<td>Prof Roderic Broadhurst</td>
<td>Policy Sprint : How much fentanyl is available on darknet markets?</td>
<td>$27,413</td>
</tr>
<tr>
<td>Gordon Darling Foundation</td>
<td>Dr William Standish</td>
<td>Standish - PNG Gordon Darling Travel Grant funding amount TBC</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Department of Defence, Australian Signals Directorate</td>
<td>Dr John Blaxland</td>
<td>Official History of the Australian Signals Directorate funding amount TBC</td>
<td></td>
</tr>
<tr>
<td>Abt Associates</td>
<td>Mr Christopher Hoy</td>
<td>Using Behavioural Insights to Boost Tax Compliance in PNG funding amount TBC</td>
<td></td>
</tr>
<tr>
<td>Commonwealth Department of Foreign Affairs and Trade (DFAT)</td>
<td>Dr Mai Sato</td>
<td>Capital Punishment Justice Project: LGBTPI and the Death Penalty funding amount TBC</td>
<td></td>
</tr>
</tbody>
</table>

### College of Business and Economics

<table>
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<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
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</thead>
<tbody>
<tr>
<td>Commonwealth Department of Education and Training</td>
<td>Prof Bruce Chapman</td>
<td>Higher Education Reform in Malaysia</td>
<td>$26,400</td>
</tr>
</tbody>
</table>
### College of Engineering and Computer Science

<table>
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<tr>
<th>Primary Funds Provider</th>
<th>Primary Investigator</th>
<th>Title</th>
<th>Total Amount Awarded</th>
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</thead>
<tbody>
<tr>
<td>Commonwealth Department of Defence, Defence Science and Technology Group (DSTG)</td>
<td>Dr Sergiy Bogomolov</td>
<td>Stochastic and spatial dynamics in mathematical models of combat with non-combatant populations</td>
<td>$25,015</td>
</tr>
<tr>
<td>AIRBUS</td>
<td>Prof Tamas (Tom) Gedeon</td>
<td>LEA: future cognitive agents to support aeronautical actors.</td>
<td>funding amount TBC</td>
</tr>
</tbody>
</table>

### College of Health and Medicine

<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>The Task Force for Global Health</td>
<td>A/Prof Colleen Lau</td>
<td>TFGH 2019 Contract Research: Surveillance and Monitoring to Eliminate Lymphatic Filariasis and Scabies from Samoa: SaMELFS Samoa</td>
<td>$499,081</td>
</tr>
<tr>
<td>The Task Force for Global Health</td>
<td>A/Prof Colleen Lau</td>
<td>Microfilaria clearance post-IDA in Samoa</td>
<td>$45,158</td>
</tr>
<tr>
<td>University of Miami</td>
<td>A/Prof Charmaine Simeonovic</td>
<td>Extracellular matrix in the pathogenesis of human type 1 diabetes</td>
<td>$11,800</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>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
<td>Prof Andrew Macintosh</td>
<td>Northern Australian Beef Industry Situation analysis</td>
<td>$30,000</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
</tr>
<tr>
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</tr>
<tr>
<td>ACT Government Economic Development Directorate</td>
<td>Dr Francis Bennet</td>
<td>Towards the Construction of Australia’s Quantum Optical Ground Station</td>
<td>$800,000</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
<td>Prof Graham Farquhar</td>
<td>E. camaldulensis analysis</td>
<td>$75,000</td>
</tr>
<tr>
<td>Murray-Darling Basin Authority</td>
<td>Dr Christopher Fulton</td>
<td>MDB Native Fish Management and Recovery Strategy</td>
<td>$67,144</td>
</tr>
<tr>
<td>Outlier Energy Pty Ltd</td>
<td>Dr Cormac Corr</td>
<td>Plasma torch for waste treatment</td>
<td>$35,000</td>
</tr>
<tr>
<td>Australian Research Council (ARC)</td>
<td>Prof Andrei V Rode</td>
<td>Laser cleaning process for Roads and Maritime Services bridges</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Linnean Society of New South Wales</td>
<td>Ms Rosalie Harris</td>
<td>Key predictors of macroalgal biodiversity within the World Heritage Ningaloo Reef</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>MinEx CRC Ltd</td>
<td>Dr Margaret Forster</td>
<td>MinEx CRC Project 8 - Geological Architecture and Evolution</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Okinawa Institute of Science and Technology (OIST)</td>
<td>Dr Colin Jackson</td>
<td>Can Enzyme Oligomerization control specificity? The case study of human SAM synthetase, unravelling its mechanism for potential application in cancer therapy</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Grains Research and Development Corporation (GRDC)</td>
<td>Prof Peter Solomon</td>
<td>Extracellular vesicles from Zymoseptoria tritici: investigating the non-classical secretion of pathogenicity factors by a fungal wheat pathogen.</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Primary Funds Provider</td>
<td>Primary Investigator</td>
<td>Title</td>
<td>Total Amount Awarded</td>
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</tr>
<tr>
<td>Commonwealth Department of the Environment and Energy</td>
<td>Prof Eelco Rohling</td>
<td>Survey of NETs and their relevance to climate change mitigation policies in Australia</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Commonwealth Scientific and Industrial Research Organisation (CSIRO)</td>
<td>Dr Ulrike Mathesius</td>
<td>Control of rhizobial infection into legume root hairs</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Prof Martin Banwell</td>
<td>A study of the effects of the thermal depolymerisation of chitin</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Commonwealth Department of Industry, Innovation and Science</td>
<td>Prof Martin Banwell</td>
<td>A study of the effects of the thermal depolymerisation of chitin</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Anonymous/Confidential</td>
<td>Dr Jennie-Ann Mallela</td>
<td>Coral Reef Environment and Management Fund</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>United Nations Educational Scientific and Cultural Organisation</td>
<td>Dr Sara Beavis</td>
<td>Amended proposal for water curriculum development</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Riverina Local Land Services</td>
<td>Ms Michelle Young</td>
<td>Biodiversity outcomes for Farm Dam enhancements</td>
<td>funding amount TBC</td>
</tr>
<tr>
<td>Anonymous/Confidential</td>
<td>Prof David Lindenmayer</td>
<td>Sustainable Farms</td>
<td>funding amount TBC</td>
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<td>Commonwealth Department of Education and Training</td>
<td>Ms. Natalie Fearon</td>
<td>2019 ELPCKE Mixed Field Programmes, n.e.c. 28823</td>
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I, Professor Mike Calford, Acting Vice-Chancellor, make the following rule.

Dated 10 April 2019

Professor Mike Calford
Acting Vice-Chancellor
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Part 1—Preliminary

Division 1.1—General

1 Name

This is the Coursework Awards Rule 2019.

2 Commencement

This instrument commences on the day after it is registered.

3 Authority

This instrument is made under the Vice-Chancellorship Statute 2013, section 9.5.

4 Definitions

In this instrument:

admission decision: see section 53(2) (What decisions are reviewable decisions?).

approved form means a form approved under section 60 (Approved forms and application processes).

approved application process means an application process approved under section 60 (Approved forms and application processes).

AQF means the Australian Qualifications Framework as in force at the commencement of this instrument.

[Note: At the commencement of this instrument, the framework was accessible at www.aqf.edu.au.]

Associate Dean, in relation to an ANU College, means a person who is appointed as an Associate Dean for the college.

Bachelor Honours degree means a degree of Bachelor Honours, whether the coursework program for the degree is taken as:

(a) an honours program from its commencement; or
(b) a 1-year honours program.

[Note: The degrees of Bachelor Honours offered by the University are published on the University’s website.]

course means a subject of scholarly study, whether it is taught:

(a) in a connected series of classes or demonstrations; or
(b) by means of practical work, including, for example, the production by students of essays, theses or case studies or the attendance and participation by students in seminars or workshops; or
(c) by clinical or professional practice; or
(d) in another way or in a combination of ways.

coursework means the courses, and other written or oral work (if any), undertaken by a student for a program for a coursework award, but does not include any thesis component of the program of at least 24 units duration.
coursework award: see section 7.

credit: see section 9.

Delegated Authority, in relation to a program offered by an ANU College for a coursework award, means a person who is appointed under section 62 (Appointment of Delegated Authorities) as a Delegated Authority for the program.

[Note: For double degree programs, see section 63 (Delegated Authorities: double degree programs).]

domestic student means a student who is not an overseas student.

double degree: a program is a program for a double degree if a student undertaking the program may qualify for 2 coursework awards.

exercise a function includes perform the function.

function includes duty and power.

order means an order made under or for the purposes of this instrument.

overseas student has the same meaning as in the Higher Education Support Act 2003, Schedule 1, clause 1.

person affected by a reviewable decision: see section 54.

reviewable decision: see section 53(1) (What decisions are reviewable decisions?).

reviewable non-admission decision: see section 53(3) (What decisions are reviewable decisions?).

this instrument includes the orders.

working day means a day that is not a Saturday, a Sunday, a public holiday in the Australian Capital Territory, or a University holiday.

[Note: The Interpretation Statute defines the following terms that are relevant to this instrument:

- ANU College
- College Dean.]

5 Application of instrument to programs

This instrument applies to programs for coursework awards and other programs:

(a) that were commenced, but had not ended, before the commencement of this instrument; or

(b) that are commenced after the commencement of this instrument.

6 Joint, double or dual programs with other institutions etc.

(1) A provision of this instrument has no effect to the extent to which it is inconsistent with an agreement between the University and another university or institution that makes provision for or in relation to joint, double or dual programs offered by them, or the joint, double or dual conferral of degrees or other awards by them, for students or a particular student.
(2) For subsection (1), a provision of this instrument is not inconsistent with a provision of an agreement mentioned in that subsection to the extent to which both provisions can operate concurrently.

Division 1.2—Important concepts

7 Coursework awards

(1) A coursework award is a coursework degree, Diploma, Graduate Diploma or Graduate Certificate that may be conferred by the University.

[Note: The relevant coursework degrees, diplomas and certificates that may be conferred by the University are published on the University’s website.]

(2) In this section:

coursework degree means the following degrees:
(a) Associate;
(b) Bachelor;
(c) Bachelor Honours;
(d) Master (other than Master of Philosophy);
(e) Juris Doctor;
(f) Medicinae ac Chirurgiae Doctoranda;
(g) professional doctorate (other than Doctor of Juridical Science or Doctor of Psychology (Clinical)).

[Note: The Research Awards Rule applies to programs for the degrees of Doctor of Philosophy, Doctor of Juridical Science, Doctor of Psychology (Clinical) and Master of Philosophy.]

8 Programs for coursework awards generally

(1) A student must undertake a program for a coursework award in accordance with this instrument, and any order applying to the student for the program, to qualify for a coursework award.

(2) The program may:
(a) consist of coursework or coursework and thesis components; and
(b) be undertaken by full-time or part-time study.

(3) To remove any doubt, a reference to a program for a coursework award includes a reference to a program for a double degree.

9 What is credit

For a person who applies to be admitted to, is admitted to, or is enrolled in, a program for a coursework award, credit is the recognition, towards completion of the program, of:
(a) a course, or other relevant graduate or undergraduate studies, undertaken at the University or another university or tertiary education institution otherwise than as part of the program; or
(b) clinical or professional experience;

and includes advanced standing and recognition of prior learning.
Part 2—Program admissions, enrolments and transfers

Division 2.1—Admission requirements and limitations: coursework awards

10 Minimum qualification requirements for admission

The minimum qualification requirements for admission to a program for a coursework award are prescribed by orders applying to the program.

[Note: The minimum qualification requirements set by the University are published on the University’s website.]

11 English language and other program requirements

The Deputy Vice-Chancellor may, in writing, determine English language and other requirements (including higher qualification requirements) for admission to a program for a coursework award.

12 Limits on places in programs

The Vice-Chancellor may, in writing, determine the maximum number of students that may be admitted in any period to a program offered by an ANU College for a coursework award.

Division 2.2—Admission process: coursework awards

13 Application for admission

A person may apply to the Registrar to be admitted to a program for a coursework award.

[Note 1: If a form or application process is approved under section 60 (Approved forms and application processes) for this provision, the form or application process must be used.]

[Note 2: Giving false or misleading information, or producing a false or misleading document, may be a criminal offence against the Criminal Code.]

14 Decision on application for admission

(1) This section applies if a person makes an application under section 13 for admission to a program for a coursework award.

(2) The Delegated Authority must decide the application.

(3) However, the Delegated Authority may, by written notice given to the applicant, require the applicant to provide any information or document that the Delegated Authority reasonably needs to decide the application.

(4) In deciding the application, the Delegated Authority must:

(a) have regard to the vision, values and strategies for change set by the Council for the University; and

(b) comply with the statutes, rules, orders, policies and procedures of the University.

[Note: For the vision, values and strategies for change currently set by the Council for the University, see the Strategic Plan 2017-2021. The strategies for change include building on a culture of academic excellence.]
(5) If the Delegated Authority requires the applicant to provide information or a document, the
Delegated Authority need not consider the application until the applicant complies with the
requirement.

(6) After the Delegated Authority decides the application, the Registrar must, by written notice
given to the applicant, tell the applicant about the decision and about any conditions
imposed by the Delegated Authority on the applicant’s enrolment or admission.

(7) If the applicant is offered admission to the program, the offer of admission:
   (a) must state the session in relation to which the offer of admission is effective; and
   (b) must include, or be accompanied by, instructions on how to:
      (i) accept the offer; or
      (ii) if the enrolment can be deferred—accept the offer, but apply to defer
           enrolment to a later session; or
      (iii) decline the offer; and
   (c) may include any additional information the Registrar considers appropriate.

(8) However, if the Delegated Authority imposed conditions on the applicant’s admission, an
offer of admission may not be made to the applicant until the conditions have been met.

(9) To remove any doubt, the applicant does not become a student of the University, or in the
program, only because the applicant is offered admission to the program.

15 Making of admission decision

(1) The Delegated Authority may admit the applicant to the program for the coursework award
if satisfied that the applicant meets the following requirements (the admission
requirements):
   (a) the minimum qualification requirements for admission to the program;
   (b) the English language and other requirements (if any) determined for admission to
       the program under section 11 (English language and other program requirements).

(2) However, if the application is for admission to a program for a degree of Bachelor Honours
and the applicant meets the admission requirements, the Delegated Authority may refuse to
admit the applicant to the program if the Delegated Authority is not satisfied that suitable
supervision will be available for the program.

(3) Despite subsection (1), the Delegated Authority must refuse to admit the applicant to the
program if the admission of the applicant to the program would result in the number of
students being admitted to the program in any period exceeding the maximum number of
students determined under section 12 (Limits on places in programs) for the program for
the period.

(4) Also, despite subsection (1), the Delegated Authority may admit the applicant to the
program even though the Delegated Authority is not satisfied that the applicant meets the
minimum qualification requirements for admission to the program if the Deputy Vice-
 Chancellor and the Pro Vice-Chancellor approve the applicant’s admission to the program.

(5) In addition, despite subsection (1), the Delegated Authority may admit the applicant to the
program even though the Delegated Authority is not satisfied that the applicant meets a
requirement determined for admission to the program under section 11, if the Deputy Vice-
Chancellor approves the applicant’s admission to the program.
6 The Delegated Authority may also impose conditions on the applicant’s admission if the applicant’s application states that the applicant intends to continue to undertake other studies at the University or another educational institution if the applicant is admitted to the program.

7 Despite anything else in this section, the Delegated Authority may refuse to admit the applicant to the program for any reason the Delegated Authority considers appropriate.

8 In deciding under subsection (7) whether to refuse to admit the applicant to the program, the Delegated Authority must:
   (a) have regard to the vision, values and strategies for change set by the Council for the University; and
   (b) comply with the statutes, rules, orders, policies and procedures of the University.

   [Note: For the vision, values and strategies for change currently set by the Council for the University, see the Strategic Plan 2017-2021. The strategies for change include building on a culture of academic excellence.]

9 To remove any doubt, admission to programs for coursework awards is through competitive processes for which places may be limited and in which applicants are assessed and ranked according to admission criteria set by the University, including academic achievement, English language ability and diversity targets. The University has the final discretion on admitting applicants.

10 This section is subject to section 16 (False or misleading statements in applications for admission etc.).

16 False or misleading statements in applications for admission etc.

1 This section applies if the Delegated Authority suspects, on reasonable grounds, that an applicant for admission to a program for a coursework award has in, or in connection with, the applicant’s application:
   (a) made a statement, or provided information, (whether orally, in a document or in any other way) that was false or misleading in a material particular; or
   (b) provided a document that was false or misleading in a material particular.

2 The Delegated Authority must:
   (a) immediately report the Delegated Authority’s suspicion (the reported matter), and the reasons for it, under the Discipline Rule; and
   (b) if the applicant has not been enrolled in the program—take action under subsection (3), (4) or (6), as appropriate.

3 If the Delegated Authority has not finally decided the application, the Delegated Authority must refuse to consider, or further consider, the application until the reported matter has been finally dealt with under the Discipline Rule.

4 If the Delegated Authority has refused to admit the applicant to the program, the applicant has applied for review the Delegated Authority’s decision and the Associate Dean has not finally dealt with the application for review, the Delegated Authority must immediately tell the Associate Dean of the Delegated Authority’s suspicion and the reasons for it.

5 The Associate Dean must refuse to deal, or further deal, with the application for review until the reported matter has been finally dealt with under the Discipline Rule.
(6) If a decision has been made to admit the applicant to the program but the applicant has not been enrolled in the program, the Delegated Authority must immediately tell the Registrar about the Delegated Authority’s suspicion and the reasons for it.

(7) The Registrar must not enrol the applicant in the program until the reported matter has been finally dealt with under the Discipline Rule.

(8) This section is additional to, and does not limit:
   (a) any power of the Delegated Authority, Associate Dean or Registrar otherwise than under this section; or
   (b) the Discipline Rule.

[Note: The Discipline Rule includes provisions for dealing with misconduct, including knowingly making false or misleading statements to the University or to an officer or employee of the University.]

**Division 2.3—Enrolment: coursework awards**

17 **Program commences on enrolment**

If a person is admitted to a program for a coursework award, the program commences on the day the person is enrolled in the program.

18 **Enrolment**

(1) If a person is admitted to a program for a coursework award and accepts the offer of admission given to the person for the program, the person may enrol in the program for the session for which the offer of admission is effective or, if the enrolment is deferred to a later session under section 19 (Deferral of enrolment: programs other than 1-year honours programs) or section 20 (Deferral of enrolment: 1-year honors program), that later session.

[Note: If a form is approved under section 60 (Approved forms and application processes) for this provision, the form must be used.]

[Note 2: Giving false or misleading information, or producing a false or misleading document, may be a criminal offence against the Criminal Code.]

(2) However, if conditions were imposed by the Delegated Authority on the person’s enrolment, the person must not be enrolled unless the conditions have been met.

(3) If a person is admitted to a 1-year honours program for a degree of Bachelor Honours, the person must enrol in the program within 2 years after the day the person completes the requirements for the award of the pass degree relevant to the program or, if the Delegated Authority, in writing, determines a longer period, that longer period.

(4) However, if the person is admitted to a second 1-year honours program for a degree of Bachelor Honours, the person must enrol in the program not later than the next semester starting after the day the person completes the requirements for the award of the first degree of Bachelor Honours or, if the Delegated Authority, in writing, determines a longer period, that longer period.

(5) This section is subject to section 16 (False or misleading statements in applications for admission etc.).
19 Deferral of enrolment: programs other than 1-year honours programs

(1) This section applies to a person if:

(a) the person is admitted to a program for an undergraduate coursework award (other than a 1-year honours program); and

(b) on enrolment, the person will be a domestic student.

(2) The person may apply, in writing, to the Delegated Authority to defer enrolment in the program to a specified session that is later, but commences not more than 1 year later, than the session stated in the person’s offer of admission.

(3) The application must be made in accordance with the instructions included in, or accompanying, the offer of admission.

(4) If the person applies to the Delegated Authority in accordance with this section to defer enrolment in the program to a later specified session, the Delegated Authority must:

(a) defer enrolment to that session; and

(b) by written notice given to the person, tell the person that enrolment in the program has been deferred to that session.

20 Deferral of enrolment: 1-year honours programs

If a person is admitted to a 1-year honours program, the person may defer enrolment in the program only if the Delegated Authority approves the deferral, on the written application of the person, in the special circumstances of the case.

Division 2.4—Program transfers: coursework awards

21 Transfer between programs generally

(1) This section applies if:

(a) a person is enrolled in a program for a coursework award (the existing program); and

(b) the person wishes to transfer from that program to a program for another coursework award (the new program); and

(c) any of the following applies:

(i) the existing and new programs are both undergraduate coursework programs or graduate coursework programs;

(ii) the existing program is a program for a professional doctorate (other than by research) and the new program is a program for a Master degree by coursework in the same discipline area;

(iii) the existing program is for a Master degree by coursework and the new program is a professional doctorate (other than by research) in the same discipline area.

(2) The person may apply to the Registrar for approval to transfer from the existing program to the new program.

[Note: If a form or application process is approved under section 60 (Approved forms and application processes) for this provision, the form or application process must be used.]

(3) The Delegated Authority for the new program must:

(a) decide the application; and
(b) by written notice given to the person, tell the person:
   (i) whether the transfer has been approved; and
   (ii) if the transfer is approved—about any conditions imposed by the Delegated
       Authority on the transfer.

(4) The Delegated Authority may approve the transfer only if satisfied that the person meets
the minimum qualification requirements for admission to the new program or the transfer
is being made under the Academic Progress Rule.

(5) If the Delegated Authority approves the transfer and the person accepts the transfer as
approved:
   (a) the person is taken to have withdrawn from the existing program; and
   (b) the person is taken to have been admitted to the new program; and
   (c) the new program is taken, for section 32 (Maximum period for completion of
       program), to have commenced on the day the existing program commenced (or is
       taken to have commenced under the previous application of this paragraph to the
       existing program or an earlier program); and
   (d) any conditions imposed on the transfer are taken to be conditions imposed on the
       person’s admission to the new program.

[Note: Division 3.1 deals with the granting of credit. The Division applies to the granting of credit for
work completed by the person for the existing program.]

Division 2.5—Non-award studies

22 Non-award programs

(1) A person may apply, in writing, to the relevant Delegated Authority for admission to a
program (a non-award program) that is not a program for a coursework award.

(2) The Delegated Authority must:
   (a) decide the application; and
   (b) by written notice given to the person, tell the person:
       (i) whether the person has been admitted to the non-award program; and
       (ii) if the person is admitted to the non-award program—about the period of the
           program approved by the Delegated Authority and any conditions imposed by
           the Delegated Authority on the applicant’s admission to the program.

(3) If the person is admitted to the non-award program and enrols in the program, the person
must:
   (a) undertake the program under the direction of the Delegated Authority for the period
       approved by the Delegated Authority; and
   (b) comply with the conditions (if any) imposed on the person’s admission to the
       program.

(4) This section does not prevent the person from subsequently applying for admission to a
program for a coursework award.

[Note: Division 3.1 deals with the granting of credit. The Division applies to the granting of credit for
work completed by the person for a non-award program.]
Part 3—Program requirements

Division 3.1—Credit

23 Granting credit

(1) A person who applies to be admitted to, is admitted to, or is enrolled in, a program for a coursework award may apply, in writing, to the Delegated Authority to be granted credit towards completion of the program.

(2) The Delegated Authority must:
   (a) decide the application; and
   (b) by written notice given to the student, tell the person whether the credit sought has been granted.

(3) In granting credit under subsection (1), the Delegated Authority must comply with section 24 (Limits on granting credit).

(4) Without limiting subsection (1), the Delegated Authority may, under that subsection, grant credit to a person, towards completion of a program for the degree of Master of Clinical Psychology, for supervised clinical experience undertaken in a public clinical service, if satisfied that the standard of the experience is equivalent to the experience that would be gained by undertaking a fieldwork placement course as part of the program.

24 Limits on granting credit

(1) The Associate Dean for an ANU College may, in writing, determine limits within which credit may be granted under section 23(1) (Granting credit) towards completion of a program offered by the college for a coursework award.

(2) Without limiting subsection (1), credit must not be granted to a person for a course or other studies, or for clinical or professional experience, completed more than the relevant period before the day the student first applied under section 23(1) for credit for the studies or experience.

(3) In subsection (2):

   relevant period means:
   (a) for an undergraduate program—10 years or, if the Associate Dean determines, in writing, a different period for the program, that period; or
   (b) for a graduate coursework program—7 years or, if the Associate Dean determines, in writing, a different period for the program, that period.

(4) Without limiting subsection (1), credit must not be granted to a person towards completion of a program for a coursework award if granting the credit would result in the person qualifying for the award without completing:
   (a) for a double degree program—at least the equivalent of 18 months full-time enrolment at the University, including later year courses that the Delegated Authority is satisfied are sufficient; and
   (b) for an undergraduate pass program other than a double degree program—at least the equivalent of 1 year full-time enrolment at the University, including later year courses that the Delegated Authority is satisfied are sufficient; and
(c) for a 1-year honours program if the corresponding Bachelor degree was undertaken at the University—at least the equivalent of 6 months full-time enrolment at the University; and
(d) for a 1-year honours program if the corresponding Bachelor degree was undertaken at another university—at least the equivalent of 1 year full-time enrolment at the University; and
(e) for another honours program—at least the equivalent of 18 months full-time enrolment at the University, including later year courses that the Delegated Authority is satisfied are sufficient; and
(f) for a graduate coursework program—at least the equivalent of half of the program’s requirements at the University.

(5) Without limiting subsection (1), a person must not be granted credit, towards completion of a program for a degree of Master (other than by research) of more than:
(a) a quarter of the program’s requirements for undergraduate studies (other than any honours year undergraduate studies); or
(b) a half of the program’s requirements for all undergraduate studies (including any honours year undergraduate studies).

(6) Without limiting subsection (1), credit for particular studies must not be granted more than once towards completion of a program for a double degree.

Division 3.2—Program content

25 Program content

(1) A student admitted to a program for a coursework award must enrol in the courses, sequences of courses, or combinations of courses, that may be included in the program under the orders applying to the program for the year in which the student is admitted to the program.

(2) However, subject to the orders, the Delegated Authority may, in writing, determine the following:
(a) that a course may not be counted towards the program if taken with another course, sequence of courses or combination of courses;
(b) that a student may only take a stated maximum number of courses for the program in any year;
(c) that a student may receive only a stated maximum number of units for taking particular courses, sequences of courses or combinations of courses;
(d) that the taking of a particular course, sequence of courses, or combination of courses, is subject to a stated condition.

26 Completion of program

(1) To complete a program for a coursework award, a student must:
(a) pass the courses, sequences of course, or combinations of courses, required for the program under the orders applying to the student for the program; and
(b) pass the courses required for, or that may be included in, the program to the total unit value required for the program under the orders applying to the student for the program; and
(c) complete the other requirements (if any) for the program under the orders applying to the student for the program.

(2) However, subsection (1) is subject to any determination or approval of the Delegated Authority under section 25 (Program content) that applies to the student.

(3) Also, the Delegated Authority may, on the written application of the student and in special circumstances, modify the orders applying to the student for the program by:
   (a) varying the requirements applying to the student under the orders for the year in which the student was admitted to the program; or
   (b) permitting the student to complete the requirements that would have applied to the student if the student had been admitted to the program in another year; or
   (c) if the program is a 1-year honours program—permitting the student to undertake 12 units of 2000- or 3000-level courses (or courses at both levels) instead of a 4000-level course.

(4) If a student applies for a modification under subsection (3), the Delegated Authority must:
   (a) decide the application; and
   (b) by written notice given to the student, tell the student the decision made on the application.

(5) Despite subsection (3), the coursework component of a program for a coursework award (other than a degree of Bachelor Honours) must be more than a third of the total requirements of the program.

(6) Also, despite subsection (3), not more than 25% of the total unit value of the courses for a program for a degree of Master, or a Graduate Diploma or Graduate Certificate, may be undergraduate courses.

(7) Without limiting subsection (3), if a program for a coursework award is a program for a double degree, the student may apply for the modification of the orders applying to only one of the degrees, and the Delegated Authority may modify only those orders by:
   (a) varying the requirements applying to the student in relation to that degree under the orders for the year in which the student was admitted to the program; or
   (b) permitting the student to complete the requirements that would have applied to the student in relation to that degree if the student had been admitted to the program in another year.

Division 3.3—Undertaking the program

27 Enrolment in courses at the University etc.

(1) A student enrolled in a program for a coursework award must, for the program, enrol in:
   (a) courses offered at the University; or
   (b) courses offered by another educational institution that are approved, in writing, by the Delegated Authority on the written application of the student.

[Note: An order may prescribe the maximum period for which courses may be undertaken at another educational institution or the number or unit value of courses that may be undertaken at another educational institution.]

(2) If the student applies under subsection (1) for approval to enrol in a course offered by another educational institution, the Delegated Authority must:
(a) decide the application; and
(b) by written notice given to the student, tell the student whether the course is
approved.

[Note: Division 3.1 deals with the granting of credit. The Division applies to the granting of credit for
a course offered by another educational institution.]

(3) The Delegated Authority must not approve enrolment in a course offered by another
educational institution unless satisfied:
(a) that the course is substantially comparable in quality to the equivalent course
offered by the University for the program (or comparable programs); and
(b) that the institution has satisfactory facilities available to the student for completion
of the course.

28 Program leave of absence

(1) A domestic student enrolled in a program for a coursework award may take leave of
absence from the program under this subsection for a period of up to 2 years (or for
consecutive periods of up to 2 years in total) by not enrolling in any courses.

(2) However, if the student is enrolled in a program for a medical degree, the student may take
leave of absence under subsection (1) only with the written permission of the Dean of
Medicine and Health Science granted on the written application of the student.

(3) Permission under subsection (2) may be granted for an initial period of up to 1 year.

(4) Permission under subsection (2) may also be granted on application under that subsection
for an additional period, or for additional periods, that, together with the initial period, do
not exceed 2 years in total.

(5) The Delegated Authority may, on the written application of a domestic student enrolled in
a program for a coursework award, grant the student leave of absence from the program
under this subsection for a period of more than 2 years.

(6) The Delegated Authority may, on the written application of an international student
enrolled in a program for a coursework award, grant the student leave of absence from the
program under this subsection for any period.

(7) However, a period of leave of absence under this section must not be for less than a half
year, comprising first half year (Semester 1, Summer Session and Autumn Session) or
second half year (Semester 2, Winter Session and Spring Session).

(8) Subsection (7) does not apply to a program if the program is taught in trimesters.

(9) In this section:

   medical degree means either of the following degrees:
   (a) Bachelor of Medicine, Bachelor of Surgery;
   (b) Medicinae ac Chirurgiae Doctoranda (Doctor of Medicine and Surgery).
Division 3.4—Other program requirements

29 Language of instruction

A program for a coursework award must be taken in English unless, and to the extent that, the Academic Board determines otherwise.

30 Other studies

(1) A student enrolled in a program for a coursework award must not undertake, or continue to undertake, any other studies at the University or another educational institution while the student is enrolled in the program, unless the Delegated Authority, on the written application of the student, approves the student undertaking the studies while the student is enrolled in the program.

(2) However, subsection (1) does not apply to other studies that the student continues to undertake at the University or another educational institution after enrolling in the program if:
   (a) the student's application for admission to the program stated that the student intended to continue to undertake the other studies at the University or other education institution if the applicant were admitted to the program; and
   (b) the student complies with the conditions (if any) imposed under section 15(6) (Making of admission decision) on the student’s admission.

(3) If a student applies for an approval under subsection (1), the Delegated Authority must:
   (a) decide the application; and
   (b) by written notice given to the student, tell the student the decision made on the application.

(4) To remove any doubt, subsection (1) applies to a student enrolled in a program for a coursework award in relation to a period whether or not the student is enrolled during the period in courses at the University or another institution for the student’s coursework program.

Division 3.5—Ending of program

31 Withdrawal from program

(1) A student enrolled in a program for a coursework award may withdraw from the program by written notice given to the Delegated Authority.

(2) The student ceases to be enrolled in the program on the day the notice is given to the Delegated Authority or, if the notice states a later date of effect, on that date.

(3) To remove any doubt, if a person withdraws from a program for a coursework award under subsection (1), the person may enrol in the program again only if the person has subsequently re-applied to be admitted to the program and has been admitted to the program on that re-application.

32 Maximum period for completion of program

(1) The maximum period for completion of a program (other than a 1-year honours program) by a student is the following period beginning on the day the program commences:
if the total unit value of courses required for the program is 24 units or less—3 years;
(b) if the total unit value of courses required for the program is at least 25 units but not more than 48 units—5 years;
(c) if the total unit value of courses required for the program is at least 49 units but not more than 72 units—6 years;
(d) if the total unit value of courses required for the program is at least 73 units but not more than 120 units—7 years;
(e) if the total unit value of courses required for the program is at least 121 units but not more than 220 units—10 years;
(f) if the total unit value of courses required for the program is more than 220 units—11 years.

[Note: For the commencement of a program into which a student transfers from another program, see section 21(5)(c) (Transfer between programs generally).]

(2) The maximum period for completion of a 1-year honours program by a student is the following period beginning on the day the program commences:
(a) for a program undertaken by full-time study—1 year;
(b) for a program undertaken by part-time study—2 years;
(c) for a program undertaken partly by full-time study and partly by part-time study—18 months.

(3) However, the Delegated Authority may, on the written application of a student enrolled in a program for a coursework award, extend the maximum period for completion of the program under subsection (1) or (2).

(4) If a student applies under subsection (3) for an extension of the maximum period of completion of the student’s program, the Delegated Authority must:
(a) decide the application; and
(b) by written notice given to the student, tell the student whether an extension has been granted and, if so, the period of the extension.

(5) Also, if the Delegated Authority grants credit to a student towards completion of the student’s program, the Delegated Authority may, by written notice given to the student, reduce the maximum period for completion of the student’s program to take account of the credit granted.

(6) To remove any doubt, the grant of leave of absence to a student under section 28 (Program leave of absence) does not, of itself, extend the maximum period for completion of the program by the student.

(7) A student’s program for a coursework award ends by force of this subsection at the end of the maximum period for completion of the program by the student, and the student automatically ceases to be enrolled in the program, if, before the end of that period, the student has not:
(a) completed the requirements of the program (other than any thesis requirement of the program); and
(b) if the student is required to submit a thesis for the program—submitted the thesis for examination.
(8) If a student’s coursework awards program ends under subsection (7), the Delegated Authority must tell the student, in writing, as soon as practicable.

33 Honours year: cancellation etc.

(1) If the Delegated Authority is satisfied that a student enrolled in an honours program is not making satisfactory progress in the program, the Delegated Authority may, by written notice given to the student, cancel the student’s enrolment in the honours program.

(2) If the Delegated Authority cancels the student’s enrolment in the honours program, the student may be awarded an appropriate pass degree if the student has not already been awarded that degree and is otherwise eligible to be awarded the degree.

(3) A student may attempt an honours year only once unless the Delegated Authority, on the written application of the student, permits the student to attempt the year again.

(4) If the student applies under subsection (3) for permission to attempt the honours year again, the Delegated Authority must:
   (a) decide the application; and
   (b) by written notice given to the student, tell the student whether the permission is granted.
Part 4—Supervision

34 Purpose of Part 4

This Part sets out the supervisory arrangements applying to a student enrolled in a program for a coursework award that has a thesis component.

35 Supervisors

(1) The student must have at least 1 supervisor for the thesis.

(2) A supervisor is appointed, in writing, by the Delegated Authority.

36 Appointment of supervisors

(1) The Delegated Authority must appoint the student’s supervisor or supervisors before the commencement of the semester in which the thesis is to be undertaken.

(2) The supervisor (or, if the student has 2 or more supervisors, at least 1 of the supervisors) must:
   (a) be a full-time member of the academic staff of the University; or
   (b) be a part-time member of the academic staff of the University employed by the University on at least a 50% basis; or
   (c) if the Delegated Authority approves in writing in the particular circumstances of the case—hold an academic status, or honorary academic status, in the University.

(3) In appointing supervisors, the Delegated Authority must, as far as practicable, ensure continuity in the supervision of the student’s thesis.

37 Responsibilities of supervisors

(1) A supervisor:
   (a) is responsible, with the other supervisors (if any), for supervising:
      (i) all aspects of the student’s thesis; and
      (ii) the student’s compliance with this instrument and the orders in relation to the thesis; and
   (b) must advise the student on matters relevant to the thesis or assist the student to obtain appropriate advice on matters relevant to the thesis.

(2) In supervising the student, a supervisor must comply with the statutes, rules, orders and policies of the University.

(3) A supervisor must tell the Delegated Authority if the supervisor considers that the student:
   (a) is not pursuing the thesis satisfactorily; or
   (b) has contravened this instrument or an order in relation to the thesis.

38 Temporary supervisory arrangements

If the student has a single supervisor and the supervisor is (or is expected to be) absent from the University, or unable to supervise the student, for longer than 4 consecutive weeks, the Delegated Authority must, in writing, appoint an appropriately qualified person to supervise the student while the supervisor is absent or unable to supervise the student.
[Note: For the qualifications for the appointment of supervisors, see s 36(2) (Appointment of supervisors).]
Part 5—Assessment

Division 5.1—Assessment methods

39 Purpose of Division 5.1

This Division sets out how a student undertaking a program for a coursework award must be assessed for the program.

40 Assessment of thesis

Any thesis required for the program must be assessed in accordance with this instrument.

41 Application of Assessment Rule

(1) Coursework undertaken by the student during the program must be assessed in accordance with the Assessment Rule unless otherwise determined, in writing, by the Delegated Authority.

(2) Without limiting the Delegated Authority’s power under subsection (1), if the program is declared by the Associate Dean, in writing, to be a program to which this subsection applies, the Delegated Authority may determine that coursework for the program be assessed by an assessment of:

(a) an exhibition; or
(b) a performance; or
(c) a folio of work.

42 Assessments must be in English

Any assessment must be conducted in English, except so far as the Deputy Vice-Chancellor, on the Delegated Authority’s written recommendation, determines otherwise in writing.

Division 5.2—Thesis

43 Purpose of Division 5.2

This Division sets out provisions applying to the thesis of a student enrolled in a program for a coursework award if the program requires the submission of a thesis.

44 Requirements for examination of thesis

The Associate Dean may, in writing, determine requirements for the examination of the thesis.

45 General thesis requirements

(1) The thesis must be an original written work of at least 24 units duration that:

(a) is the product of a research project that investigates a research question through the application of an advanced knowledge of the research principles and methods, and theoretical concepts, of 1 or more disciplines or specialisations; and

(b) incorporates an account summarising the research undertaken by the student during the program and the results of the research; and
(c) if the research is on more than 1 topic—demonstrates the relationship between the topics; and
(d) is required to be provided by the student for the program; and
(e) if the research is undertaken jointly with someone else—clearly indicates the nature and extent of the student’s contribution to the research.

(2) In subsection (1):

*written work* includes video recordings, film or other works of visual or sonic arts, computer software, digital material or other non-written material.

(3) The student must clearly mark in the thesis material that has been previously submitted by the student for the purpose of obtaining a degree or other award from any university or other tertiary educational institution.

(4) However, if the material has previously been submitted for the same award at the University, the Delegated Authority may, in writing, approve the inclusion of a specified statement instead of the marking required by subsection (3).

(5) The thesis must not be accepted for examination unless, in the Delegated Authority’s opinion, it consists largely of material that has not previously been submitted by the student for the purpose of obtaining a degree or other award from any university or other tertiary educational institution.

(6) The thesis must be written in English, except so far as the Deputy Vice-Chancellor, on the Delegated Authority’s written recommendation, determines otherwise in writing.

### 46 Submission of thesis

(1) The student must submit the student’s thesis for examination in the form approved, in writing, by the Delegated Authority.

(2) Without limiting subsection (1), if the thesis has been published, the thesis may be submitted in the published form with Delegated Authority approval.

### 47 Appointment of thesis examiners

(1) The Delegated Authority must, in writing, appoint 1 or more examiners of the student’s thesis.

(2) The Delegated Authority may, in writing, at any time appoint an additional examiner or additional examiners of the thesis.

(3) A person must not be appointed as an examiner if the person has been a supervisor for the thesis or has provided advice on its drafting or production.

### 48 Re-examination by resubmission of thesis

(1) If the student fails the examination of the thesis, the Delegated Authority may, by written notice given to the student, require the student to be re-examined by resubmission of the thesis.

(2) If the student is re-examined by resubmission of the thesis, the grade that may be awarded is pass at supplementary examination or fail.
49  **Student must provide thesis for deposit in University Library**

(1) If the student is granted approval for an award, the student must, before the award is conferred, provide 1 digital copy of the thesis, as finally corrected, revised and reviewed, to the Registrar for deposit in the University Library.

(2) The provision of the copy of the thesis by the student authorises the University:
   (a) to make the thesis available in the University Library in any format; and
   (b) with the student’s permission, to make the thesis otherwise available in any format.

(3) However, subsection (2)(a) is subject to any written direction of the Deputy Vice-Chancellor, made on the student’s written request, that prohibits the University Library from disclosing the thesis, or a specified part of it, to anyone for a specified period.
Part 6—Grades, eligibility for awards and classifications

50 Course grades

The performance of a student in a course in a program for a coursework award must be graded as high distinction, distinction, credit, higher level pass, pass, pass at supplementary examination, course requirements satisfied, or fail.

51 Eligibility for awards

(1) A student may be granted a coursework award if the student completes the requirements of the program for the award under this instrument and the orders.

(2) A student enrolled in a program for a double degree may be granted one of the coursework awards for which the student may qualify if the student would have satisfied all of the requirements for the grant of that award if the program had been a program for only that award.

(3) If a student enrolled in a program for a double degree is granted one of the coursework awards under subsection (2), the student may continue studying towards the other award.

(4) An order may provide that a degree of Bachelor Honours may be granted to a student only if the student achieves the standard required for a First Class Honours classification.

(5) If a student enrolled in a program for a degree of Bachelor Honours does not satisfy all the requirements to be granted the degree, the student may be granted another relevant degree of Bachelor Honours or relevant pass degree as decided, in writing, by the Delegated Authority.

(6) Despite subsection (1), a former student may be granted a coursework award posthumously by the Vice-Chancellor on the recommendation of the Delegated Authority, even though the former student may not have completed all of the requirements of the program for the award.

52 Classification of awards

(1) Subject to this section, if a student is granted a coursework award, the award may be graded with a classification.

[Note: The orders may make provision in relation to the classification of coursework awards.]

(2) A degree of Associate or Bachelor, and a Graduate Certificate, must be granted as an ungraded Pass.

(3) A Diploma must be classified Awarded with Merit or Awarded.

(4) A degree of Bachelor Honours must be classified First Class Honours, Second Class Honours, Division A, Second Class Honours, Division B, or Third Class Honours.

(5) However, a degree of Bachelor of Medicine, Bachelor of Surgery Honours may only be granted without classification.

(6) A Graduate Diploma must be classified Awarded with Commendation or Awarded.

(7) A degree of Medicinae ac Chirurgiae Doctoranda must be classified Awarded with Commendation or Awarded.
(8) A degree of Master by coursework (AQF level 9) must be classified \textit{Awarded with Commendation or Awarded}.

(9) A degree of Master extended (AQF level 9) must be classified \textit{Awarded with Commendation or Awarded}.

(10) The Delegated Authority may classify the performance of a student \textit{with Commendation} only if the student has achieved a weighted average mark of 80\% or higher.

(11) In working out a student’s weighted average mark for subsection (10), the Delegated Authority must:

(a) subject to paragraph (b), take into account all courses undertaken by the student at the University that are counted towards the coursework award to be granted to the student (the \textit{current award}), whether the courses were undertaken:

(i) as part of the program for the coursework award; or

(ii) as part of the program for another coursework award and the student granted credit for them towards completion of the current award; and

(b) if the current award is a graduate award—not take into account courses undertaken by the student at the University as part of a program for an undergraduate award, even though the student may have been granted credit for them towards completion of the program for the current award; and

(c) not take into account courses undertaken by the student at another university or tertiary education institution, even though the student may have been granted credit for them towards completion of the program for the current award.

(12) Subsections (10) and (11) are subject to any modifications approved, in writing, by the Academic Board for a program for a coursework award.
Part 7—Review of decisions

53 What decisions are reviewable decisions?

(1) A decision under this instrument is a reviewable decision if it is an admission decision or a reviewable non-admission decision.

[Note: An appeal against a decision under the Academic Progress Rule or Assessment Rule is heard and decided under the relevant rule. This Part does not apply to a decision under either of those rules.]

(2) An admission decision is a decision not to admit a person to a program for a coursework award.

(3) A reviewable non-admission decision is a decision affecting a student made by an Associate Dean or Delegated Authority, other than any of the following decisions:
   (a) an admission decision;
   (b) a decision made by an Associate Dean under section 24 (Limits on granting credit) determining limits within which credit may be granted;
   (c) a decision under section 41(2) (Application of Assessment Rule) declaring a program to be a program to which the subsection applies;
   (d) a decision under section 48(2) (Re-examination by resubmission of thesis) awarding a particular grade to a student;
   (e) a decision under section 50 (Course grades) grading the performance of a student in a course;
   (f) a decision under section 52 (Classification of awards) grading a coursework award with a classification;
   (g) a decision made by an Associate Dean under section 57 (Review by Associate Dean);
   (h) a decision to make an order under section 69 (Power to make orders).

54 Who is a person affected by a reviewable decision?

The person affected by a reviewable decision is:
   (a) for an admission decision—the applicant for admission; and
   (b) for any other decision—the student affected by the decision.

55 Person affected by reviewable decision to be told about review etc.

(1) This section applies if an Associate Dean or Delegated Authority (the decision-maker) makes a reviewable decision.

(2) Within 7 working days after the day the decision-maker makes the decision, the decision-maker must, by written notice given to the person affected by the decision, tell the person:
   (a) about the decision; and
   (b) that the person may apply for review of the decision under this Part.

(3) The notice must include, or be accompanied by, a statement of reasons for the decision.

(4) This section does not apply to the decision if, within the 7-day period mentioned in subsection (2):
   (a) the person is told in writing:
(i) about the decision under another provision of this instrument; and
(ii) that the person may apply for review of the decision under this Part; and
(b) the person is given a statement of reasons for the decision.

56 Application for review of reviewable decision

(1) The person affected by a reviewable decision may apply for review of the decision.

(2) The application must:
   (a) be in writing; and
   (b) set out the person’s reasons for making the application; and
   (c) include, or be accompanied by, any evidence in support of the reasons; and
   (d) be given to the relevant person within:
      (i) 20 working days after the day the person is given written notice of, and a
           statement of reasons for, the decision; or
      (ii) if the relevant person extends the period in the special circumstances of the
           case—the extended period.

(3) If:
   (a) the person applies for review of the decision; and
   (b) immediately before the decision was made, the person was enrolled in a program
       for a coursework award; and
   (c) the reviewable decision affected the person’s right to remain enrolled in the
       program;
       the person is entitled to be enrolled in the program until the review is finally decided.

(4) In this section:

relevan person means:
(a) for an admission decision—the Registrar; or
(b) for a reviewable non-admission decision—the Associate Dean.

57 Review by Associate Dean

(1) This section applies if the person affected by a reviewable decision applies under section
    56 (Application for review of reviewable decision) for review of the decision.

(2) The Associate Dean may conduct the review solely on the basis of the application and any
    material accompanying it, but may make the inquiries, and have regard to anything else,
    that the Associate Dean considers appropriate.

(3) The Associate Dean must:
   (a) confirm the reviewable decision; or
   (b) if the decision was a decision of the Delegated Authority—set aside the reviewable
       decision and refer the matter to the Delegated Authority:
       (i) to further consider the reviewable decision, taking into account the directions
           or recommendations (if any) of the Associate Dean; and
       (ii) to make a new decision; or
   (c) set aside the reviewable decision and substitute another decision that the original
       decision-maker could have made.

(4) After the Associate Dean makes a decision on the review, the Associate Dean must:
(a) by written notice given to the applicant for review, tell the applicant about the decision made on the review; and
(b) give the applicant a statement of reasons for the decision.

(5) The Associate Dean must endeavour to review the decision and comply with subsection (4) within 20 working days after the day the application for review of the decision is made.

(6) If the Associate Dean is unable to review the decision and comply with subsection (4) within the 20-day period mentioned in subsection (5), the Associate Dean must tell the applicant for review and give the applicant for review a date by which the decision will be reviewed and subsection (4) complied with.

(7) Subject to the outcome of any application for review made under section 58 (Application for procedural review of review decision), the decision of the Associate Dean is final.

(8) This section is subject to section 16 (False or misleading statements in applications for admission etc.).

58 Application for procedural review of review decision

(1) This section applies if an applicant for review of a reviewable decision is dissatisfied with the decision made by the Associate Dean on the review because procedures that were required to be observed by this instrument in connection with the review were not observed.

(2) The person may apply for review of the Associate Dean’s decision made on the review, but only on the ground that procedures that were required to be observed by this instrument in connection with the review were not observed.

(3) The application must:
   (a) be in writing; and
   (b) state clearly the procedures required by this instrument that were not observed in connection with the review; and
   (c) include, or be accompanied by, any evidence in support of the application; and
   (d) be given to the Registrar within:
      (i) 20 working days after the day the person is given written notice of, and a statement of reasons for, the decision; or
      (ii) if the Registrar extends the period in the special circumstances of the case—the extended period.

59 Procedural review of review decision

(1) This section applies if a person applies under section 58 (Application for procedural review of review decision) for review of the decision of the Associate Dean made on the review.

(2) The review must be conducted by the following person (the reviewing officer):
   (a) if the reviewable decision reviewed by the Associate Dean (the original decision) was an admission decision—the College Dean for the ANU College;
   (b) if the original decision was a reviewable non-admission decision—the Deputy Vice-Chancellor.
(3) The reviewing officer may conduct the review solely on the basis of the application and any material accompanying it, but may make the inquiries, and have regard to anything else, that the reviewing officer considers appropriate.

(4) The reviewing officer must:
   (a) confirm the Associate Dean’s decision on the review (the review decision); or
   (b) set aside the review decision, and either confirm the original decision or refer the matter to the person who made that decision:
      (i) to further consider the decision, taking into account the directions or recommendations (if any) of the reviewing officer; and
      (ii) to make a new decision; or
   (c) set aside the review decision and substitute another decision that the original decision-maker could have made.

(5) The reviewing officer must endeavour to make a decision on the review within 20 working days after the day the application for review is made.

(6) If the reviewing officer is unable make a decision on the review within the 20-day period mentioned in subsection (5), the reviewing officer must tell the applicant for review and give the applicant for review a date by which the decision will be reviewed.

(7) Within 7 working days after the day the reviewing officer makes a decision on the review, the reviewing officer must:
   (a) by written notice given to the applicant for review, tell the applicant about the decision made under this section; and
   (b) give the applicant a statement of reasons for the decision.

(8) The reviewing officer's decision is final.
Part 8—Miscellaneous

60 Approved forms and application processes

(1) The Registrar may, in writing, approve forms and application processes for this instrument.

(2) If the Registrar approves a form or application process for a particular purpose, the form or application process must be used for that purpose.

(3) The Registrar must ensure that approved forms, and details of approved application processes, are available on the University’s website or any other way that the Registrar considers appropriate.

61 Service of notices etc.

(1) This section applies to a notice or other document that is required or permitted to be served on an individual under this instrument (whether the word ‘give’, ‘notify’, ‘send’, ‘tell’ or another word is used).

(2) The document may be served on an individual:
   (a) by giving it to the individual; or
   (b) by sending it by prepaid post, addressed to the individual, to an address shown in the University’s records as an address of the individual (including, for example, any semester, work or permanent home address); or
   (c) by emailing it to:
      (i) if the individual has an email address provided by the University—that email address; or
      (ii) in any case—an email address otherwise recorded by the University as an email address of the individual (including, for example, any personal or work email address).

(3) A document served by post on an individual under subsection (2)(b) is taken to have been served on the day it would have been delivered in the ordinary course of post.

(4) A document served by email on an individual under subsection (2)(c) is taken to have been served on the day it would been received in the ordinary course of email transmission.

(5) This section does not affect the operation of any statute, any other rule or any other law that authorises or requires service of a document otherwise than as provided under this section.

[Note: See e.g. the Acts Interpretation Act 1901, section 28A (Service of documents).]

62 Appointment of Delegated Authorities

The Associate Dean for an ANU College may, in writing, appoint a member of the staff of the college, or another member of the staff of the University, to be a Delegated Authority for a program offered by the college for a coursework award.

63 Delegated Authorities: double degree programs

(1) This section applies to a double degree program if a student undertaking the program may qualify for a coursework award in 2 ANU Colleges.
(2) The Associate Dean for each of college may, in writing, appoint a member of the staff of the college, or another member of the staff of the University, to be a Delegated Authority for the part of the program offered by the college.

(3) If the Associate Deans of the colleges make appointments under subsection (2), then, for this instrument and the Assessment Rule:

(a) the part of the program offered by each college is taken to be a separate program offered by the college; and

(b) the person appointed under that subsection by the Associate Dean of a college is taken to have been appointed under section 62 (Appointment of Delegated Authorities) as a Delegated Authority for the separate program taken to be offered by that college.

64 **College Dean exercising Associate Dean’s functions**

(1) The College Dean for an ANU College may exercise all or any of the functions of an Associate Dean for the college under this instrument.

(2) This instrument applies in relation to the College Dean for an ANU College as if a reference to an *Associate Dean* for the college included a reference to the College Dean.

65 **Delegation by Vice-Chancellor**

(1) The Vice-Chancellor may, in writing, delegate any or all of the Vice-Chancellor’s functions under this instrument to a member of staff of the University.

(2) If, under subsection (1), the Vice-Chancellor delegates a function to a member of staff of the University:

(a) the member of staff may, in writing, subdelegate the function to another member of staff of the University; and

(b) the function may, in writing, be further subdelegated to a different member of staff of the University (or successively further subdelegated to different members of staff of the University);

if the delegation states that the function is a function that may be subdelegated and any conditions, limitations or directions stated in the delegation for the subdelegation or further subdelegation of the function are complied with.

(3) In exercising functions under a delegation or subdelegation, the delegate or subdelegate must comply with any directions of the Vice-Chancellor and, for a subdelegation, the subdelegator of the function.

(4) The following sections of the *Acts Interpretation Act 1901* apply, with all necessary changes, in relation to a subdelegation in a corresponding way to the way in which they apply in relation to a delegation:

(a) section 34AA (Delegation to persons holding, occupying or performing the duties of an office or position);

(b) section 34AB (Effect of delegation);

(c) section 34A (Exercise of powers and performance of functions or duties that depend upon the opinion etc. of delegates).
66 Delegation by Deputy Vice-Chancellor

A Deputy Vice-Chancellor may, in writing, delegate all or any of the Deputy Vice-Chancellor’s functions under this instrument (except the power to make orders) to a member of the academic staff of the University.

67 Delegation by College Dean

The College Dean for an ANU College may, in writing, delegate all or any of the College Dean’s functions under Part 7 (Review of decisions) in relation to a decision made under that Part by the College Dean to a member of the staff of the University.

68 Delegation by Associate Dean

An Associate Dean may, in writing, delegate all or any of the Associate Dean’s functions under Part 7 (Review of decisions) in relation to a reviewable decision made by the Associate Dean to a member of the staff of the University.

69 Power to make orders

(1) The Associate Dean for an ANU College may make orders:
   (a) prescribing details of, or requirements for or in relation to, courses offered, or to be offered, by the college; or
   (b) adding courses to, or omitting courses from, sequences of courses, or combinations of courses, prescribed under subsection (3)(b) in relation to a program for a coursework award offered, or to be offered, by the college; or
   (c) making provision in relation to the maximum period (single or aggregate) for which courses may be undertaken at another educational institution, or the number or unit value of courses that may be undertaken at another educational institution, for a program for a coursework award offered, or to be offered, by the college.

(2) Without limiting subsection (1), if an order under subsection (1)(a) specifies a course offered, or to be offered by, the ANU College, the order must specify the following in relation to the course:
   (a) the course’s name;
   (b) the course’s identifying code;
   (c) the course’s unit value;
   (d) the prerequisites and co-requisites (if any) for the course;
   (e) if there are other courses with which the course is regarded as incompatible— the names of the other courses;
   (f) the method of assessment for the course;
   (g) any other conditions to which taking the course is subject.

[Note: The details mentioned in subsection (2) are published on the University’s website.]

(3) The Deputy Vice-Chancellor may make orders:
   (a) prescribing details of, or requirements for or in relation to, programs for coursework awards; or
   (b) prescribing the sequences of courses, or combinations of courses, required for, or that may be included in, a program for a coursework award, including the courses required for, or that may be included in, the sequences or combinations; or
   (c) making provision for or in relation to the granting of coursework awards.
(4) Without limiting subsection (3), an order made under that subsection by the Deputy Vice-Chancellor may make provision in relation to the following:
   (a) the total unit value of courses required for a program for a coursework award;
   (b) the other requirements (if any) for a program for a coursework award, including, for a degree of Bachelor Honours, achievement of a particular standard;
   (c) the form of a thesis required for a program for a coursework award;
   (d) the classification and grading of coursework awards;
   (e) the minimum qualification requirements for admission to programs for coursework awards;
   (f) requirements for participation in, or completion of, programs for coursework awards;
   (g) the procedures to be followed in applying for admission to programs for coursework awards;
   (h) enrolment in courses and changes to enrolment;
   (i) any other matters mentioned in this instrument.

(5) A provision of an order made under subsection (1) by the Associate Dean for an ANU College has no effect to the extent to which it is inconsistent with a provision of an order made under subsection (3) by the Deputy Vice-Chancellor.

(6) To remove any doubt, a provision of an order made under subsection (1) is not inconsistent with a provision of an order made under subsection (3) to the extent to which:
   (a) it makes provision of the kind mentioned in subsection (1)(b); or
   (b) both provisions can operate concurrently.
Part 9—Repeal and transitional

70  Repeal

The Coursework Awards Rule 2016 (No. 2) is repealed:

71  Transitional modifications on student application

(1) In this section:

earlier repealed instrument means any of the following:
(a)  Associate Degrees Rules 2012;
(b)  Graduate Coursework Awards Rules 2014;
(c)  Undergraduate Awards Rules (No. 2) 2013.

previous instrument means the Coursework Awards Rule 2015.

(2) This section applies to a student enrolled in a program for a coursework award if:
(a)  the program commenced, but had not ended, before the commencement of the previous instrument; and
(b)  a requirement of the previous instrument applying to the student (the current requirement) is different from the corresponding requirement that applied to the student under an earlier repealed instrument or there was no corresponding requirement applying to the student under an earlier repealed instrument; and
(c)  the student considers that the application of the current requirement to the student is unfair or unreasonable.

(3) The student may, by written notice given to the Delegated Authority before 1 April 2020, apply for a modification of this instrument in relation to the application of the current requirement to the student.

(4) The Delegated Authority must:
(a)  decide the application; and
(b)  by written notice given to the student, tell the student the decision made on the application.

(5) The Delegated Authority may grant the modification sought if satisfied that the application of the current requirement to the student is unfair or unreasonable.

(6) If the Delegated Authority refuses to grant the modification sought, the notice must include, or be accompanied by, a statement of reasons for the decision.

(7) To remove any doubt, a decision to refuse to give a modification sought by the student is a reviewable non-admission decision.

(8) This instrument applies to the student subject to any modification in force under this section in relation to the student.

(1) A modification granted under any of the following provisions has effect as if it were a modification in force under this section:
(a)  the Coursework Awards Rule 2015, section 68 (Transitional modifications on student application);
(b) the *Coursework Awards Rule 2016*, section 68 (Transitional modifications on student application);
(c) the *Coursework Awards Rule 2016 (No. 2)*, section 70 (Transitional modifications on student application).